

Making the connection to training and employment opportunities



NORTHERN SASKATCHEWAN

Regional Training Needs Assessment Report 2008-2009

April 2008



Northern Saskatchewan

Regional Training Needs Assessment Report

2008-2009

*Making the connection to training
and
employment opportunities*

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April 2008



Northlands College, Box 1000, Air Ronge, S0J 3G0, 425-4480



The Northern Labour Market Committee, c/o Ministry of Advanced
Education, Employment and Labour, Box 5000, La Ronge, S0J 1L0, c/o 425-4380

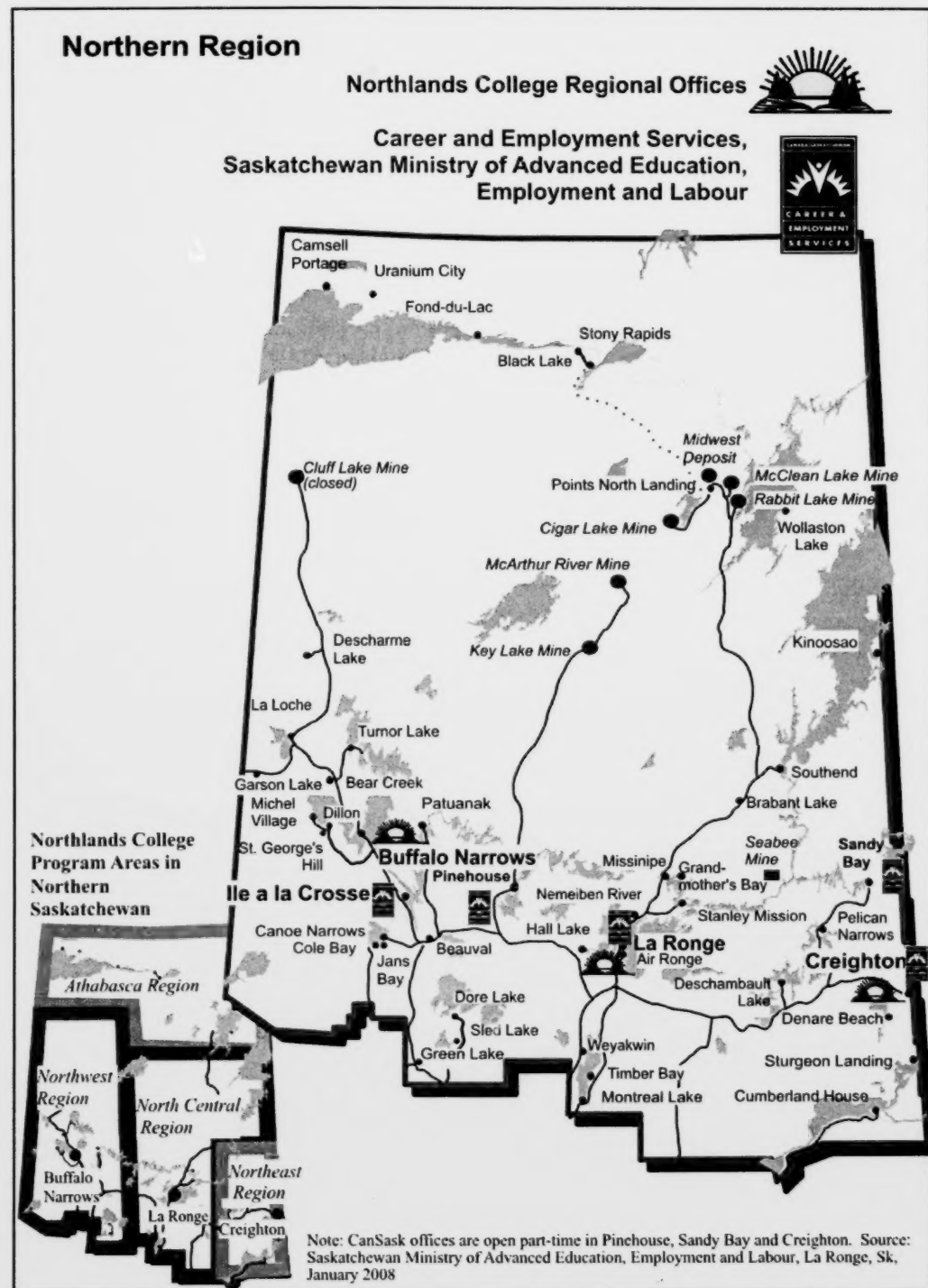


Ministry of Advanced Education, Employment and Labour,
Northern Region Office, Box 5000, La Ronge, S0J 1L0, 425-4380

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Cover photo: Mobile mechanics class. Courtesy of Northlands College, 2007.



1. Summary

1.1 Trends in the Northern Population and Major Northern Industries

The Population

- The “northern region” of the province makes up about one half of the province, yet has only 37, 000 people. The population is growing, two-thirds are under age 35, and 8 out of 10 people are of Aboriginal heritage. The population is starting to show trends similar to the provincial trends of an aging workforce and improvements in education levels, however, the population in general still has a sizable gap to cross to achieve provincial education and employment averages.

The Challenges

- The key human resource issue for the local economy is that the local labour force often cannot meet industry demand – available jobs often require higher education, skill levels, and relevant experience than the workforce can provide. The remoteness and geographic distances to many communities has resulted in limited local economies with few working role models and minimal opportunities for employment, work experience, or post-secondary training without leaving the community. The type of training available in small communities is sometimes limited. Many adults and youth have not joined the labour force. A larger proportion of youth than in the province as a whole are not going to school. Some people who are working or looking for work are not ready to be mobile to access employment in neighbouring communities or regions.
- A key issue for Northlands College and other training agencies in the northern region is the lack of applicants who meet the prerequisites of many of the training programs. Occasionally, programs are cancelled because people lack grade 10 or 12 education levels required by the programs.

The Opportunities

- Many employment opportunities, however, are available now and on the horizon. The northern region is in the middle of the most activity ever in mineral exploration for traditional ores as well as new commodities like oil sands, rare earths, and silica sand. Uranium and gold mines are expanding, new mines are being developed, and the forestry industry is positioning itself for an upswing when international conditions improve. The 5-year northern road infrastructure project is extending the current cycle of high construction activity. The road projects also improve access to jobs in the gas and oil sands projects in the province and Alberta, and mineral exploration in the Athabasca Basin. The need for skilled trades people is a fact in almost every trade and across every sector - from mining to construction to services sectors. In the human services sectors such as health care, education, child care, and social work, there are many opportunities to fill new jobs and to replace an aging workforce that will soon be retiring. New jobs are being created in business services and tourism to serve a growing and more prosperous population.

The Partnership Initiatives

- To assist people to access these job opportunities, northern agencies and industries have formed a number of partnerships aimed at avoiding duplication and coordinating training plans. These formal partnerships enable the agencies and industries to increase their delivery of training programs by pooling their labour needs assessments, their funding, and their program offerings to target training directly to the needs of industry.
- The partnerships also recognize the need to incorporate academic upgrading, job readiness training, and even safety training to provide the basics prior to skill training. The partnerships include Multi-Party Training Plan for the Mineral Sector, Northern Career Quest for the resource sectors, Job Horizons 2 for the oil and gas sector, Northern Apprenticeship Committee for the construction trades, the mobile training lab for trades training in the north, Multi-Party Training Plan for the Health Sector, and Northern Teacher Education Program.

1.2 Key human resource issues for all northern industries

- A high proportion of adults have not joined the labour force
- A high proportion of youth are not participating in the labour force and are not in school
- Geographic remoteness and few local employment opportunities have contributed to education and skill gaps. Available jobs often require higher education, skill levels, or relevant experience than many northern people have attained.
- There is lack of mobility in the work force to take advantage of employment and training opportunities in neighbouring communities or regions.
- Education levels are lower than provincial average with the result that many people require basic education upgrading before they can be successful in skill training

1.3 Training Priorities and Opportunities 2008-2009

- This chart summarizes the training programs, identified in the following sections, which Northlands College and College partnerships plan to deliver in 2008-9 to meet the skill needs of the major industry sectors in the northern region.

Northlands College Program Plan 2008-9 – by sector					
Labour Market Demand and Training Priorities	Mining and Exploration	Oil & gas	Forestry	Construction & Trades	Services
Basic Ed/Adult 12/GED	✓	✓	✓	✓	✓
Health Career Access Prerequisites	✓	✓	✓	✓	✓
Post-Sec Career Preparation	✓	✓	✓	✓	✓
Online high school, literacy & GED	✓	✓	✓	✓	✓
Specific Skills					
Addictions Worker					✓
Continuing Care Assistant					✓
Cook, Institutional/level 1	✓				✓
Diamond Driller helper	✓	✓			
Education Assistant					✓
Forest Fire Fighter			✓		
Geological Technician	✓	✓			
Heavy Equipment operator	✓	✓	✓	✓	✓
Instrument Engineering Tec	✓				
Licensed Practical Nurse Pre-Practical Nurse					ongoing
Mine Engineering Technology	✓	✓			
Office education	✓				✓
Oil Fields Safety	✓				
Process Operator/Mill operator	✓				
Radiation/Environment Tech	✓	✓			
Truck Driver	✓				
Underground miner	✓				
Trades					
Carpenter, level 1 & 2				✓	
Construction Safety					
Heavy Duty Mechanic	✓	✓	✓	✓	
Industrial Mechanic	✓	✓		✓	
Plumber/Pipefitter/steamfitter	✓				
Welding	✓	✓		✓	
Professional & Management					
Continuing Education Admin					✓
Aboriginal Public Administration – BA in Native Studies					✓
Social Worker classes					✓
Teacher Education option					✓
University classes	✓	✓	✓	✓	✓

2. Consulting with Partners

Purpose of this report

- This regional training needs assessment report serves two purposes. It is part of an annual planning process undertaken by all colleges and Saskatchewan Institute of Applied Science and Technology to look at training needs in each region of Saskatchewan and to find ways to address those needs through partnerships and consultations. The report also serves to share information about the region, its residents, its economy, and its employment opportunities.

Process of gathering information

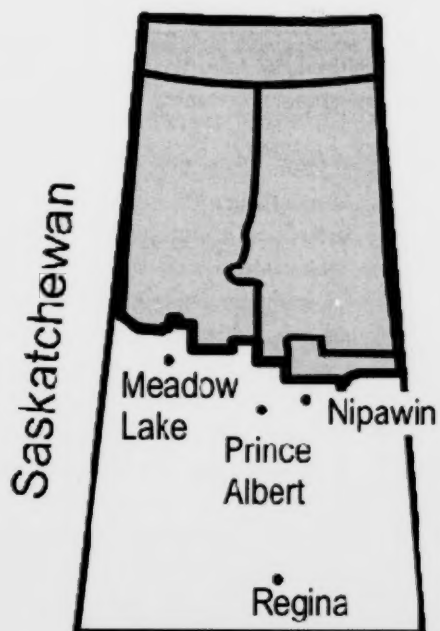
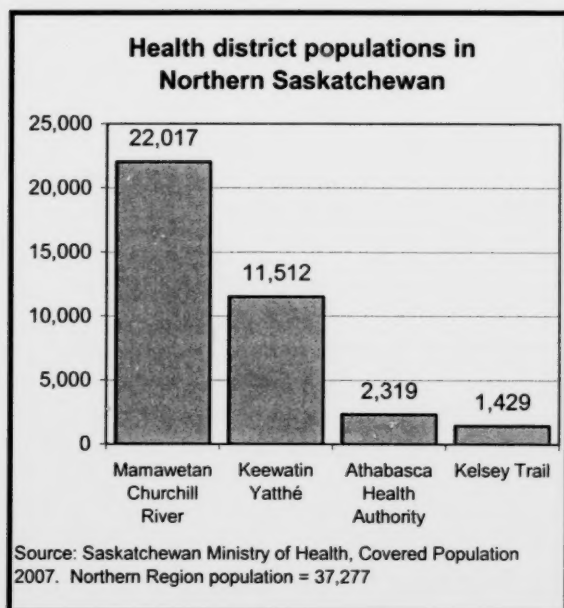
- Information for the labour market and demographic sections of this report were obtained from Northern Labour Market Committee meetings and Subcommittees, interviews, and publicly available sources including Statistics Canada Census, Ministry of Health's Covered Population statistics, *Opportunity North*, project proposals, web sites, newspapers, company websites, press releases and newsletters, and publications.
- Northlands College leads the process to develop the training section of this report by:
 - ◇ Consulting with stakeholders in annual Regional program planning meetings about their local training needs, College budget allocated to their region, local labour market information, and solutions.
 - ◇ Meeting semi-annually with all northern training-related funding agencies to determine their priorities for funding and the amounts of financial commitment.
 - ◇ Conferring with committees or forums that represent target groups or industries in the region. These include the Northern Labour Market Committee (NLMC) and its task-oriented subcommittees: Mineral Sector Steering Committee; Forestry Training Subcommittee; Northern Apprenticeship Committee; Oil Sands Subcommittee; and Health Sector Training Subcommittee.
 - ◇ Finalizing the Program Plan and publishing the Program Calendar.
 - ◇ Ongoing program planning throughout the year in order to address emerging training needs. Programs in addition to those in the Calendar are launched through the year.

Qualifier – check for up-to-date information

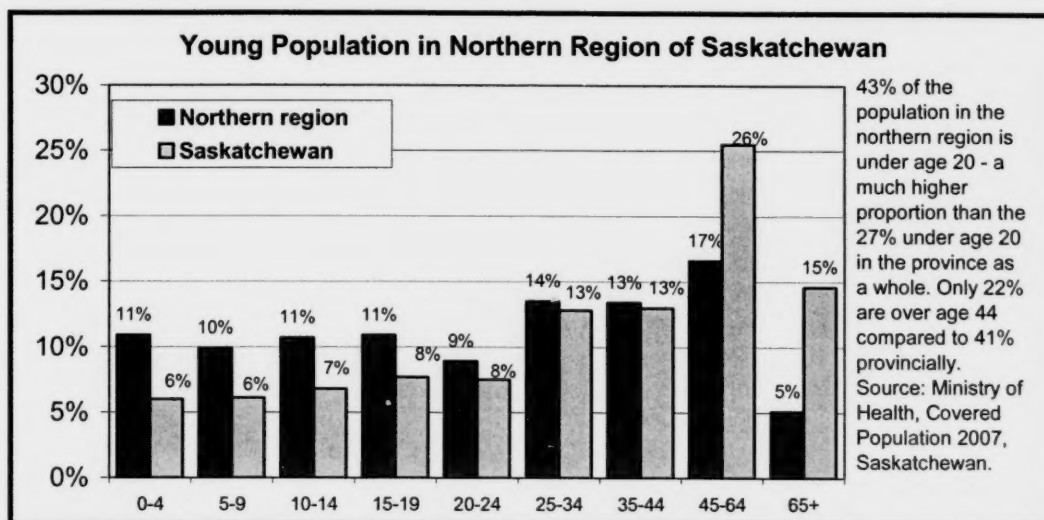
- In pulling together this information, the writers have tried to be as up-to-date and accurate as possible. Readers are advised, however, to verify the information with the relevant companies and agencies before using it to make decisions. The information in this profile is not intended to be used as a sole resource for information. See sections *Education and employment connections* and *Sources* for contact numbers.

3. Population Trends

- The Northlands College region encompasses the northern half of Saskatchewan, approximately 300,000 square kilometres of forested land and lakes.
- Communities fall under the authority of four health districts. Mamawetan Churchill River, in the northeast, has two-thirds of the population. Keewatin Yatthe Health District, covering the northwest, has about one-third of the region's population. Athabasca Health Authority in the far north is the smallest health district. Cumberland House municipality and First Nation are part of the Kelsey Trail Health District. These communities fall within the boundary of the Northern Administration District as defined by the provincial Ministry of Municipal Affairs, the same boundary used by the federal government for Saskatchewan Census Division No. 18.



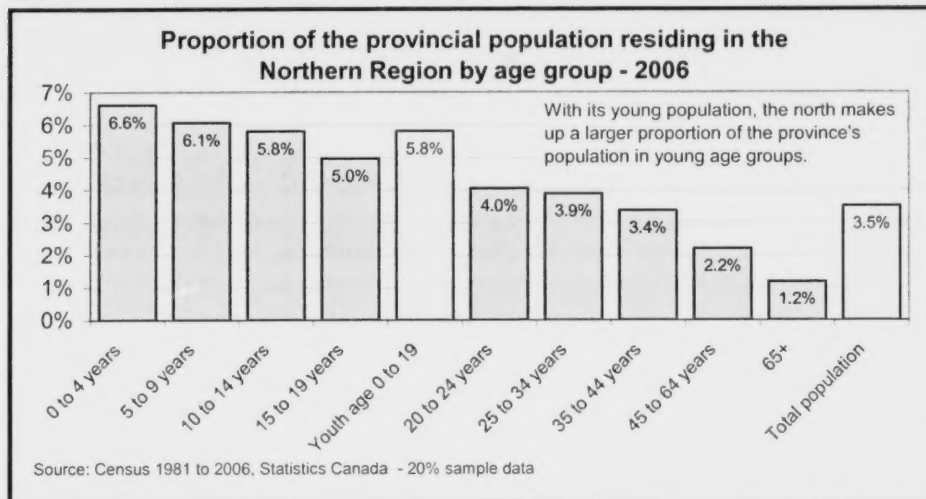
- Compared to the total provincial population, the northern Saskatchewan population is very young. 43% are under age 20 compared to 27% provincially, and only 22% are over age 44 compared to 41% provincially. Census 2006 reports that the median age for the population in the northern region is 22.9 years old compared to 38.7 for the province as a whole.



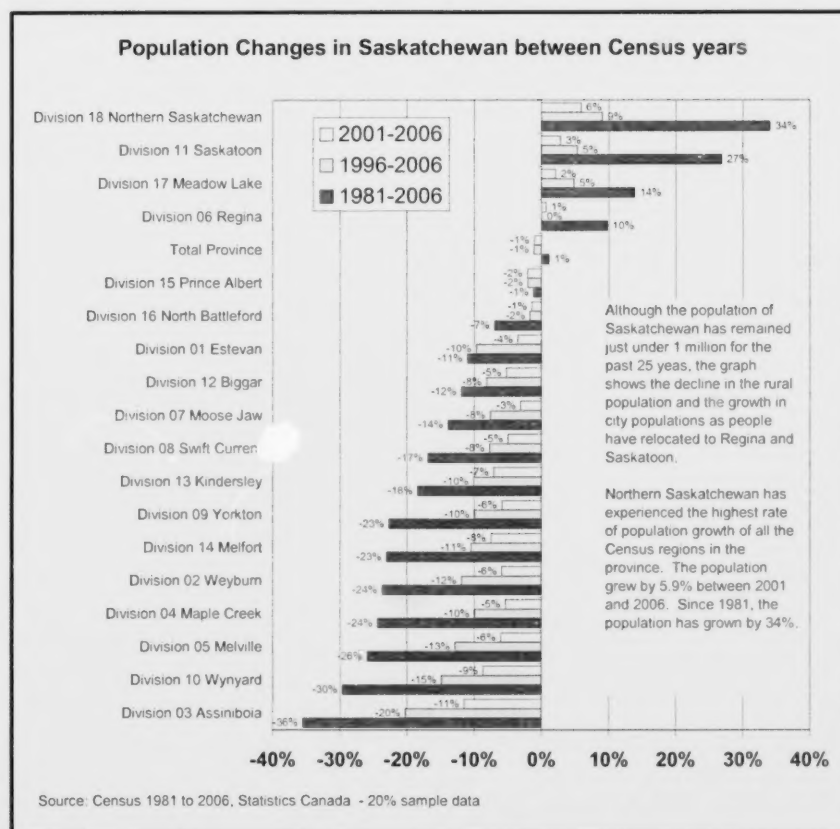
Population by Age – Saskatchewan and Northern region comparison of federal and provincial statistics								
Age Groups	Census 2006 (Federal Statistics Canada)				Covered Population 2007 (Provincial Ministry of Health)			
	North	%	Saskatchewan (Province)	%	North	%	Sask.	%
0 to 4 years	3,805	11%	57,495	6%	4,073	11%	60,825	6%
5 to 9 years	3,710	11%	61,070	6%	3,700	10%	61,953	6%
10 to 14 years	4,010	12%	69,130	7%	3,997	11%	68,970	7%
15 to 19 years	3,725	11%	74,900	8%	4,059	11%	77,667	8%
Youth age 0 to 19	15,250	45%	262,595	27%	15,829	42%	269,415	27%
20 to 24 years	2,720	8%	67,245	7%	3,310	9%	76,604	8%
25 to 34 years	4,405	13%	113,180	12%	5,035	14%	129,712	13%
35 to 44 years	4,305	13%	127,875	13%	4,995	13%	132,066	13%
45 to 64 years	5,465	16%	247,955	26%	6,205	17%	258,635	25%
65+	1,765	5%	149,315	15%	1,903	5%	148,217	15%
Total population	33,910	100%	968,165	100%	37,277	100%	1,014,649	100%

- Although the northern population accounted for only 3.5% of the province's population, northern children aged 0 to 19 represented 6% of all children in the province. In the 0-4 age group, 6.6% of the province's children live in the north, 5% of

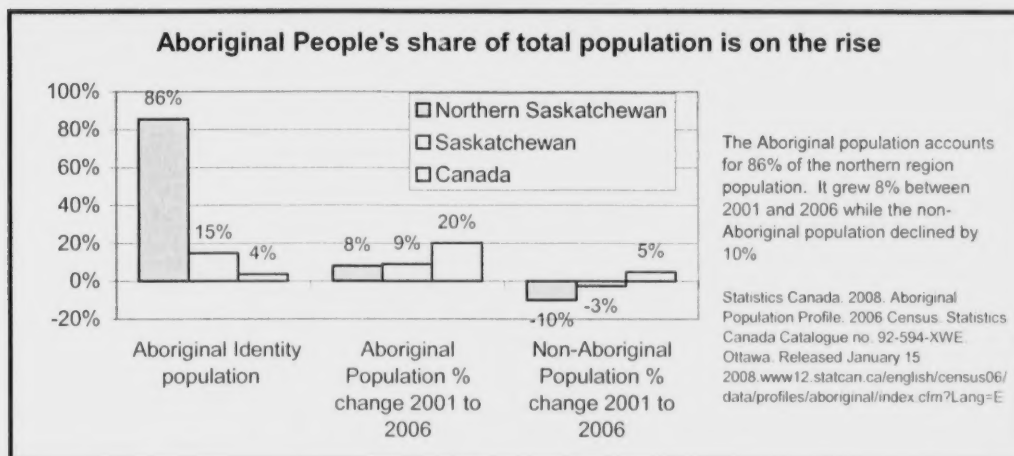
the population aged 15 to 19 lives in the north, and only 1.8% of the province's population aged 44 and over lives in the northern region.



- The northern region has led population growth across the province for the past 25 years. Since 1981, the northern population grew by 34%, compared to total provincial growth of only 1%. Provincial growth took place in and around urban centres of Saskatoon and Regina and in Meadow Lake as rural populations declined, as shown in the chart based on Statistics Canada Census.



- The Aboriginal population in northern Saskatchewan totaled 29,085 people in 2006. People reporting an Aboriginal identity formed 85.8% of the population in the region, compared to 14.9% provincially and 3.8 nationally in 2006. The northern region's Aboriginal population grew by 2,365 people – a rate of 8% in 5 years.

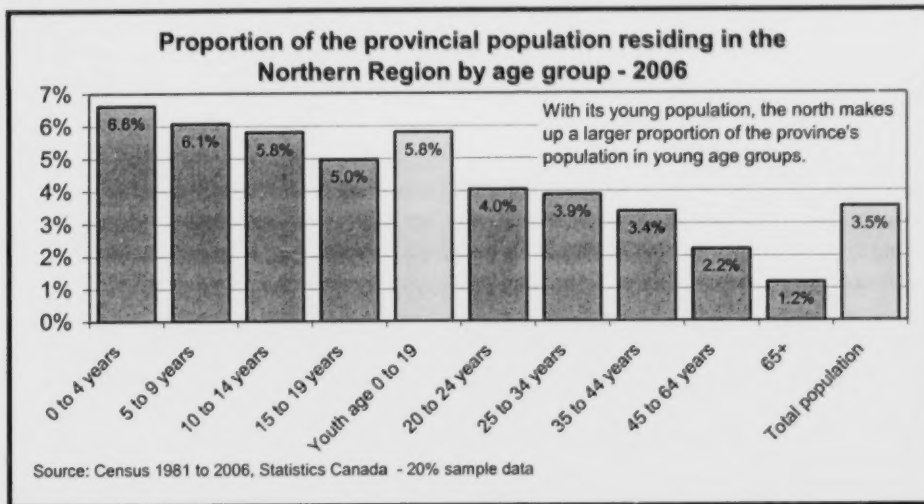


- The majority of Aboriginal people in the northern region – 62.3% - are of First Nations heritage, primarily Cree and Dene, and 22% identified themselves as Metis.

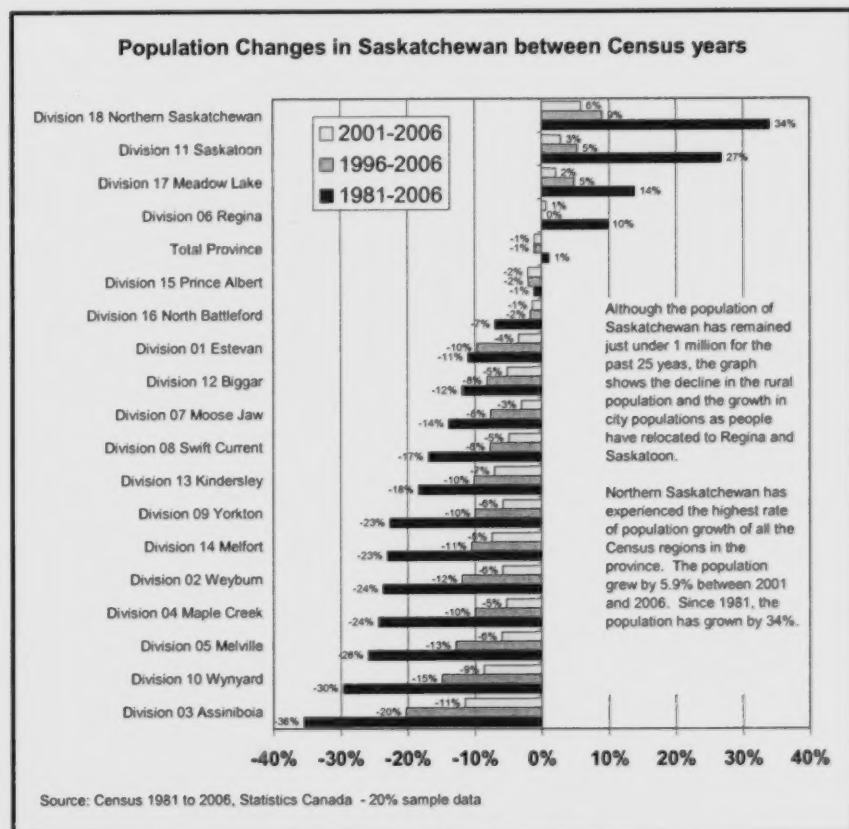


- Aboriginal people make up a larger proportion of the young population, reflecting the higher population growth of the Aboriginal population compared to the non-Aboriginal population. In the adult population aged 45 to 64, only 71% of northern people and 8% of all people in the province are of Aboriginal heritage. However, of children aged 0 to 4, 93% in the north and 29% in the province as a whole are Aboriginal.

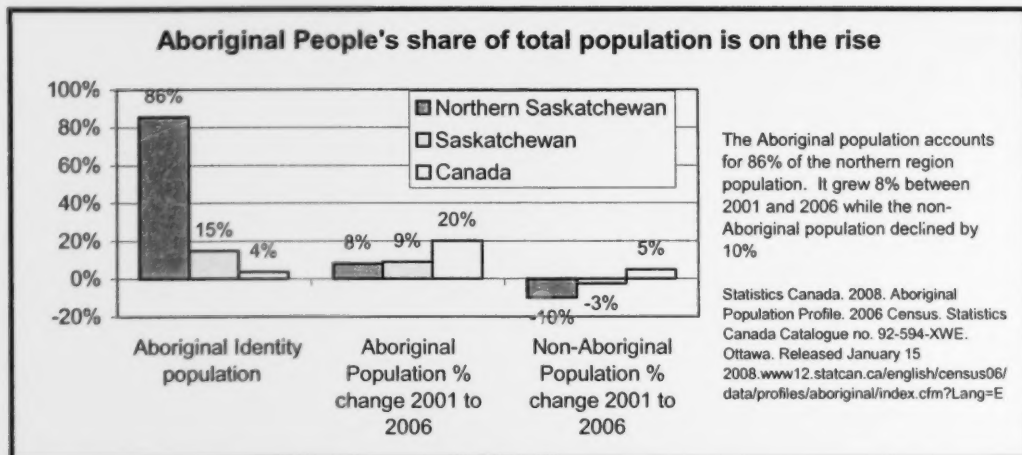
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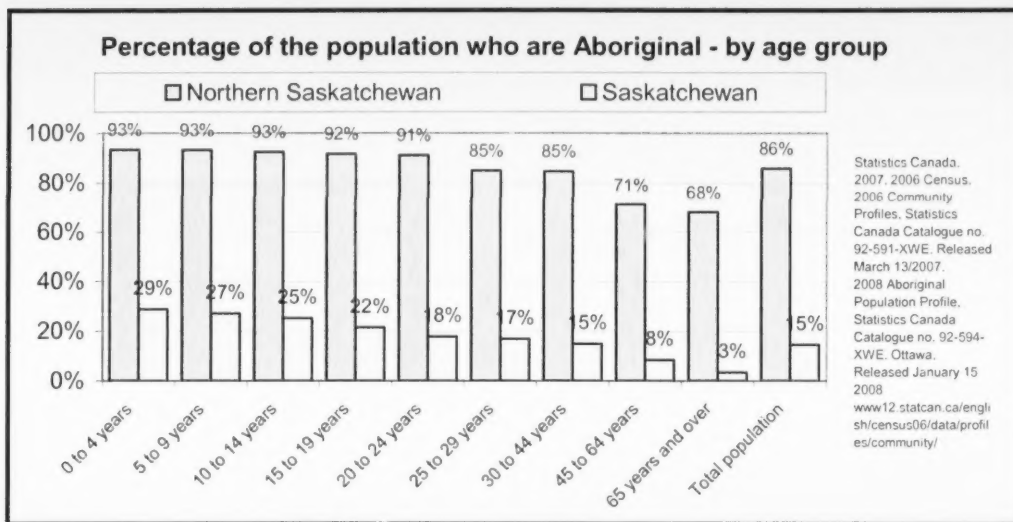
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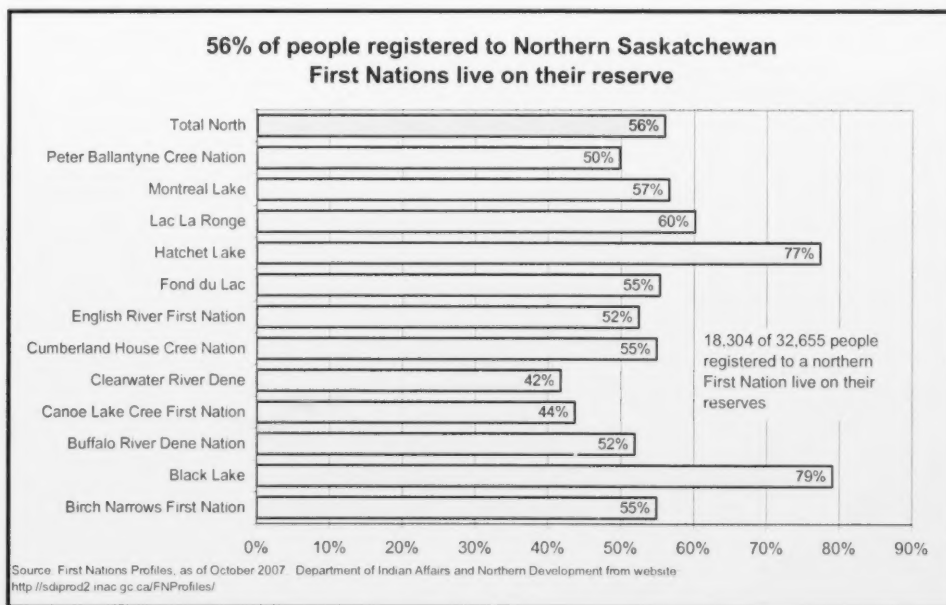
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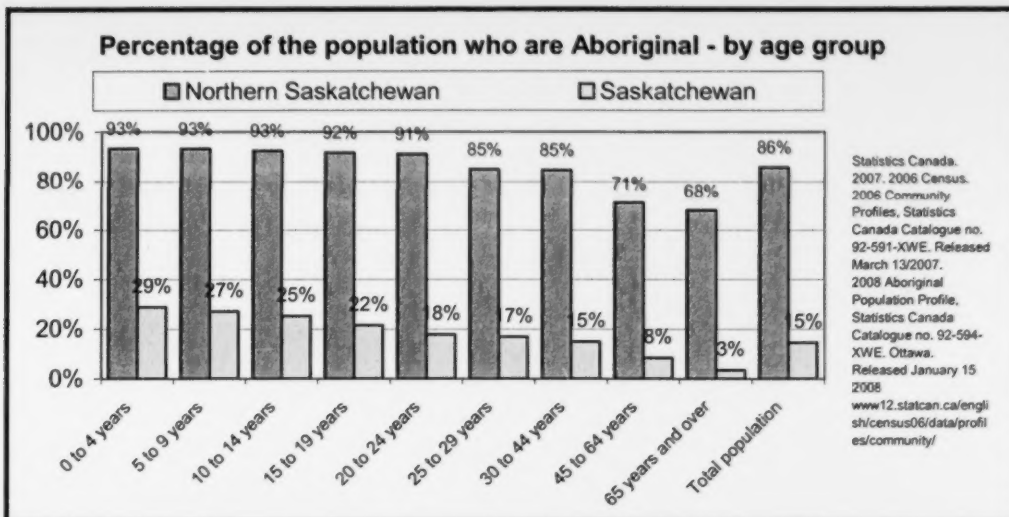
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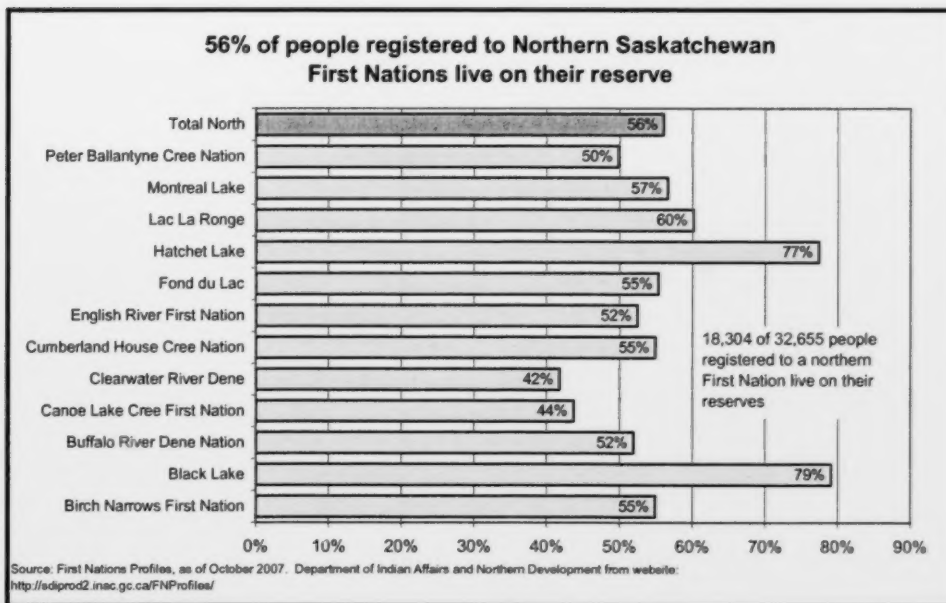
- Over half of the First Nations population continues to reside on their own First Nations reserve lands.



- Statistics Canada's report *Projections of the Aboriginal populations, Canada, provinces and territories 2001 to 2017* produced in 2005 projects that Aboriginal people would make up a larger proportion of the province's population by 2017.
- ◇ Saskatchewan's Aboriginal population is expected to grow from 138,300 in 2001 to 202,800 by 2017 - a growth rate of 46.6% over 16 years. By 2017, Aboriginal



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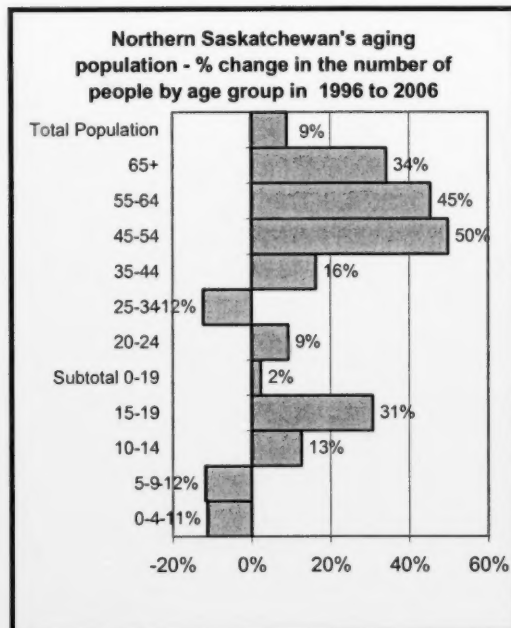


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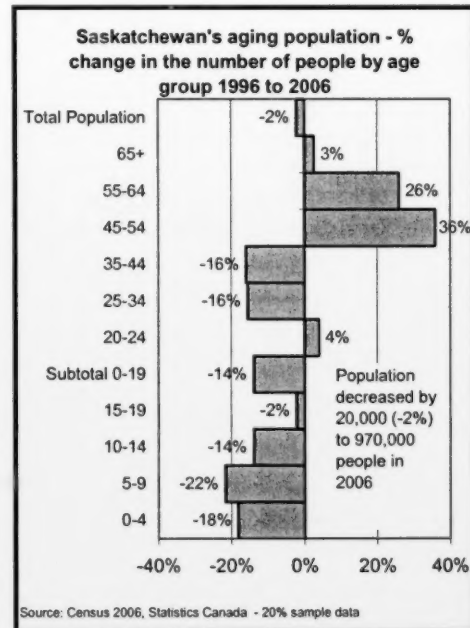
people would represent 20.8% of the total population up from 13.8% in 2001 – one in 5 people would be Aboriginal in 2017 compared to 1 in 7 people in 2001. Statistics Canada states that the two main reasons for the increase are the higher birth rate and the young age of the Aboriginal population.

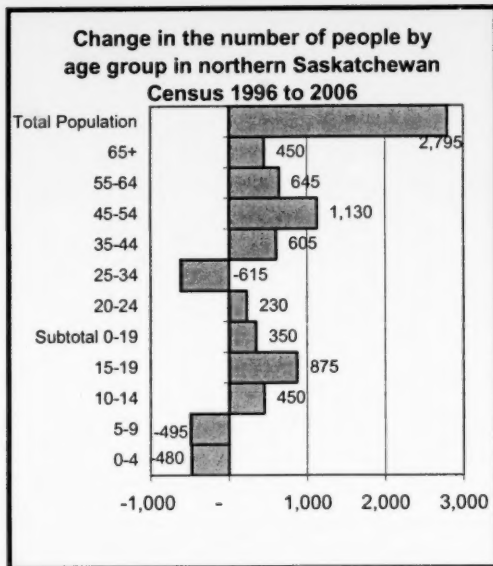
- ◇ The report projects that the proportion of children aged 0 to 14 who are Aboriginal in Saskatchewan will increase from 25.9% in 2001 to 36.6% by 2017.
 - ◇ The report concludes that, overall, the Aboriginal population will be aging and by 2017 would have proportionally fewer children and more seniors than in 2001. However, the Aboriginal segment of the population will stay much younger than the provincial and Canadian populations.
- The population is aging in northern Saskatchewan, reflecting provincial and national trends. Between Census 1996 and Census 2006, the proportions of the population in the 0 to 9 and 25 to 34 age groups declined while the proportion of the population aged 35 and older increased substantially. The decline in the number of young adults aged 25 to 34 could be the result of out-migration.

Northern Saskatchewan



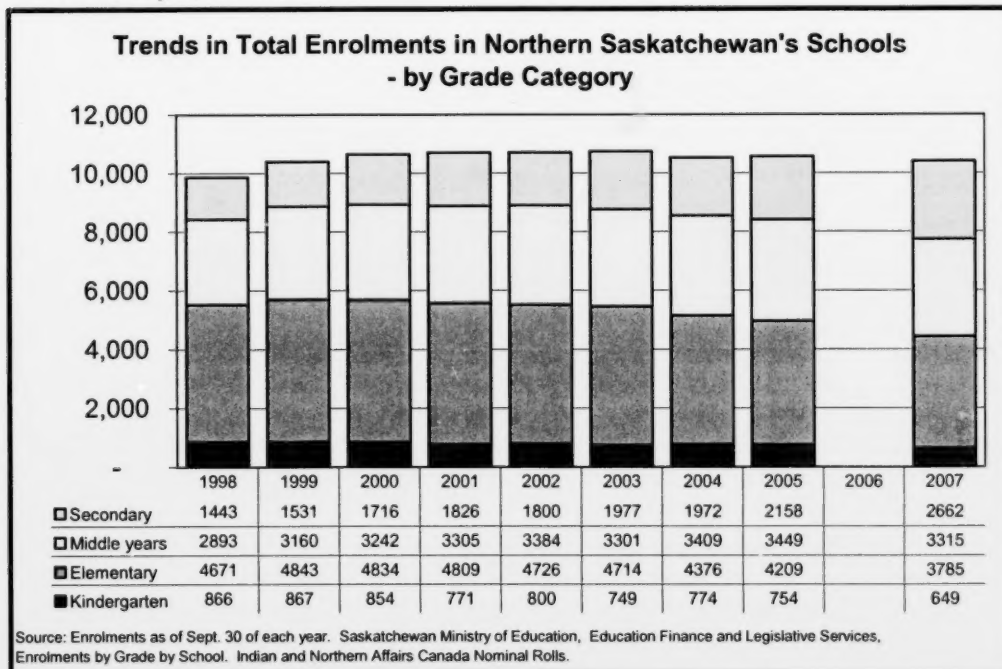
Saskatchewan



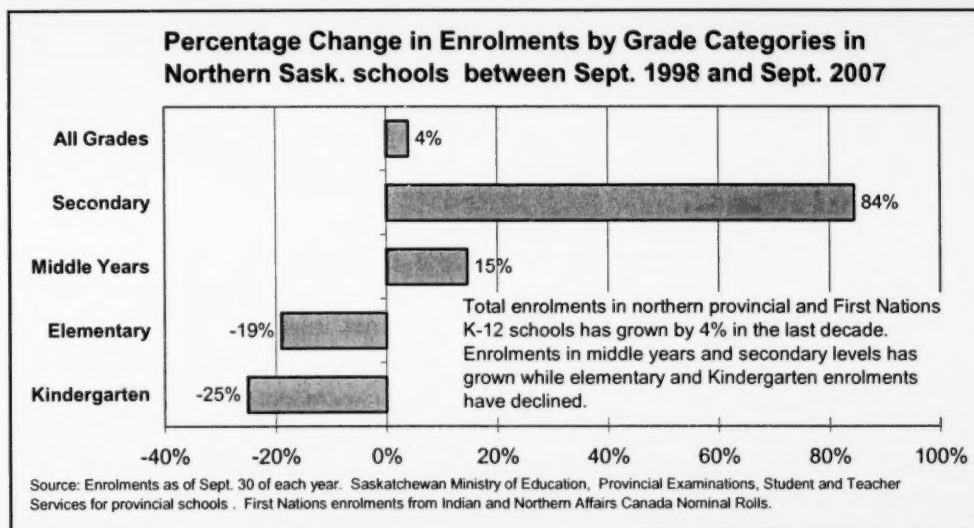


- The chart at left shows the actual number difference by age group between 1996 and 2006 in the northern region.
- Although the number of northern children aged 0 to 9 has declined in the past 10 years, it is likely that the north could see an increase in the number of children by 2017 as the number of people of child-bearing age increases: the 11,300 children who were aged 5 to 19 in 2001 will have advanced into the main child-bearing ages of 20 to 34 by 2017 – almost double the 6,800 people in the 20 to 34 age group in 2001.

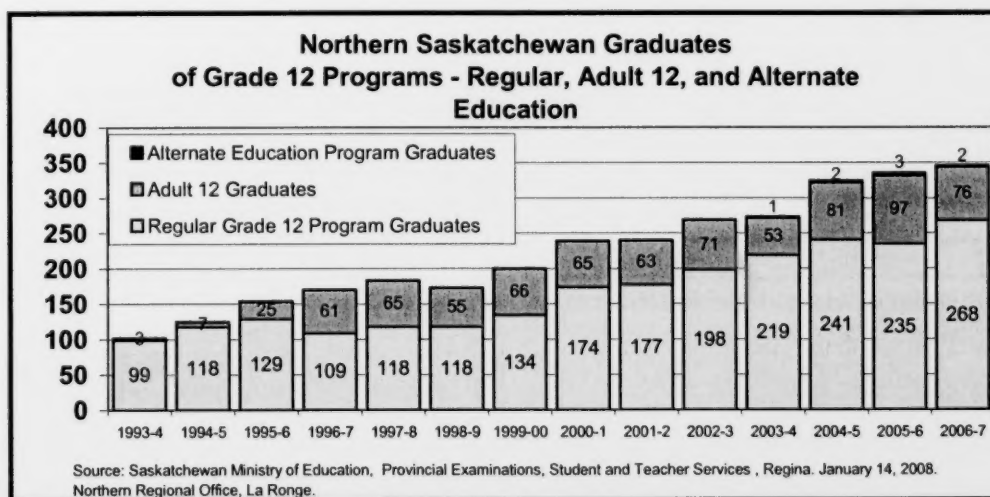
- The decline in the number of young children in the northern region is reflected in declining school enrollments at the Kindergarten and elementary levels in both the provincial and First Nations school systems over the past decade. In the past 5 years alone, the total number of enrolments in provincial and First Nations Kindergarten decreased by 150 children and the number enrolments in elementary Grades 1-5 declined by 1,000 children.



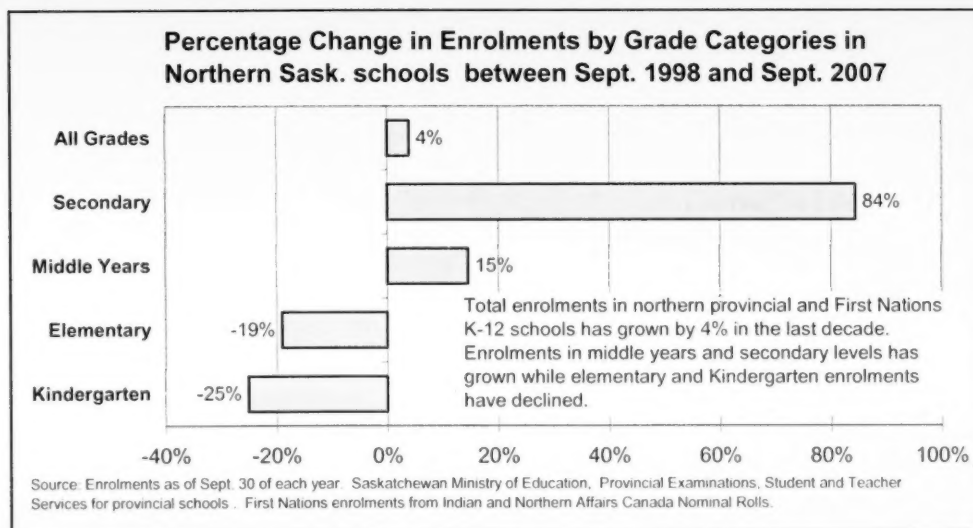
- More northern students appear to be staying in school longer as reflected by the growing number of enrolments in middle years and secondary levels in both the provincial and First Nations schools in the northern region. Enrolments in secondary level (Grade 10 to 12) increased by 84% and middle years increased by 15% since 1998.



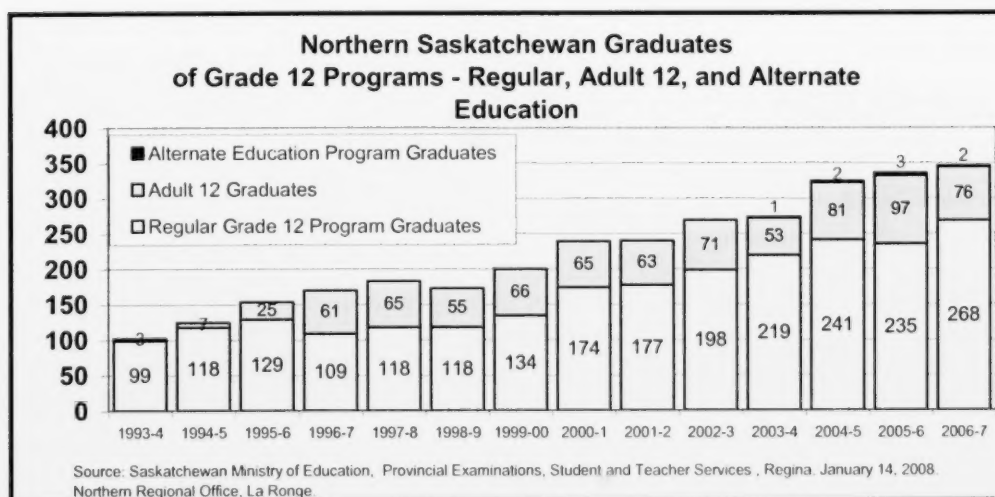
- With more students staying in school longer, more are achieving their Grade 12/Adult 12 diploma each year. Provincial schools, First Nations schools, and post-secondary institutes graduated 346 students in 2006-2007 – double the number of grads from 10 years ago. Of the total graduates in 2006-7, 266 youth and 4 adults graduated from regular school programs. Seventy-six adults graduated from Adult 12 programs, comprising 22% of all graduates.



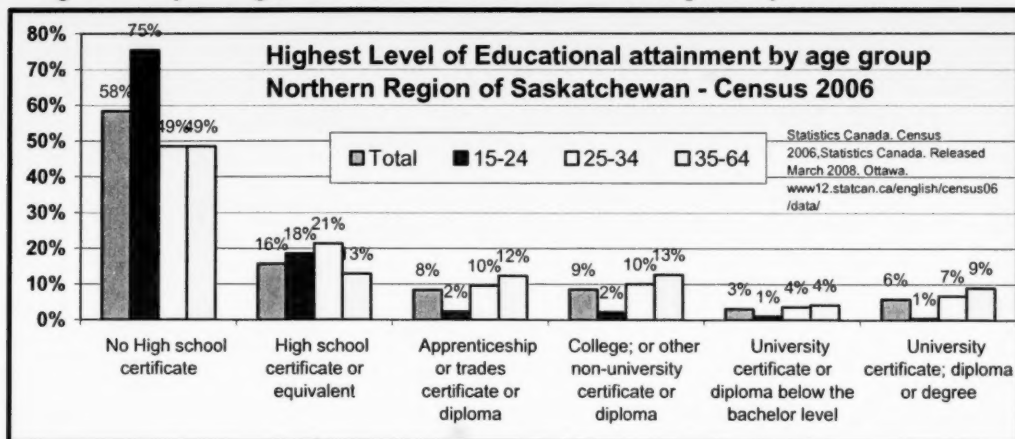
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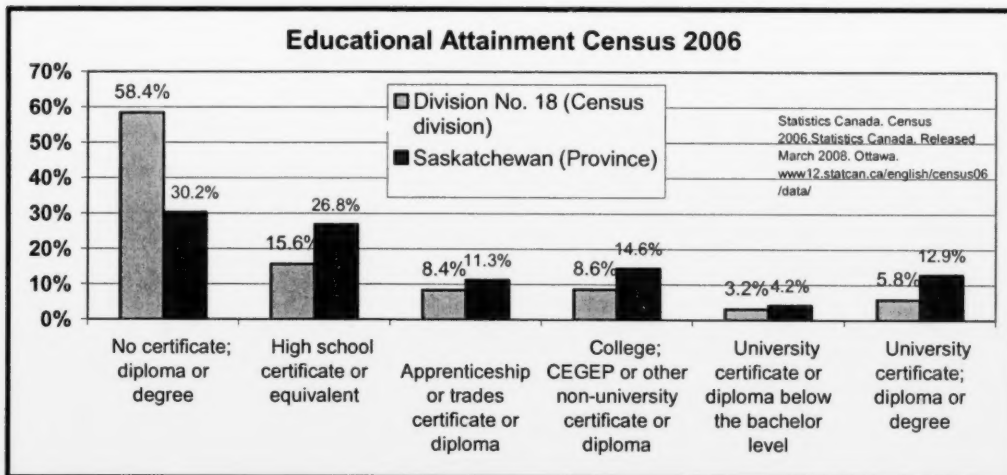
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- A higher proportion of people in younger age groups have attained their grade 12 than people in older age groups. Census 2006 shows that 18% of youth age 15 to 24 and 21% of people aged 25 to 34 had a high school diploma compared to only 13% of people over age 35. As youth age, their educational achievements will probably also increase.

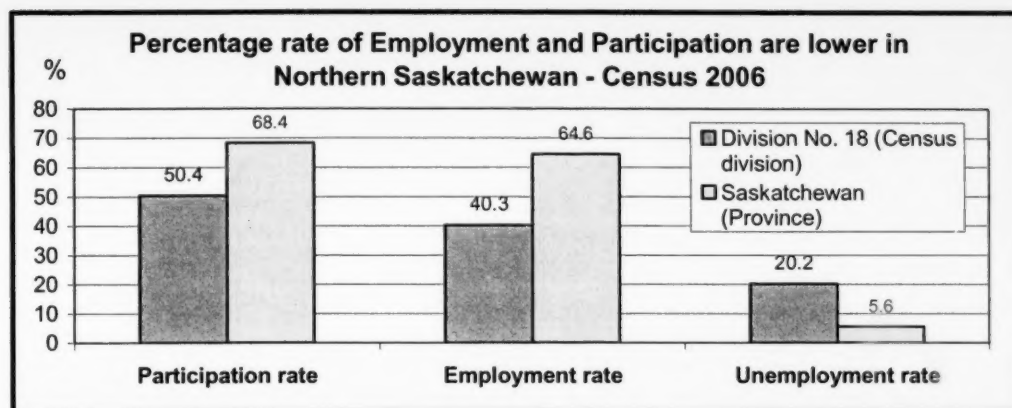


- The region continues to have lower education rates than the province in general. 58% have less than a high school diploma compared to 30% for the province as a whole. And fewer have achieved post-secondary qualifications in college, university, or a trade – only 26% compared to 43% in the province as a whole.

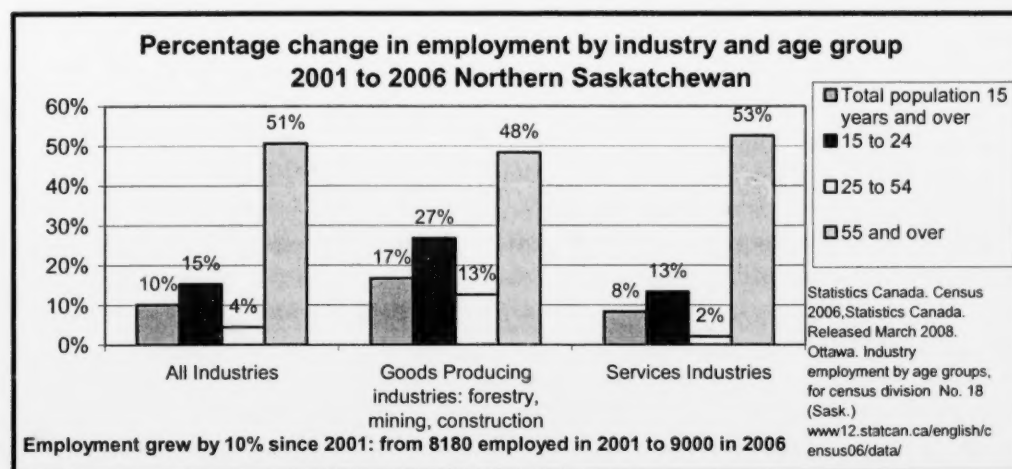


- Participation in the labour force is low. Fully half of the people age 15 and over are not participating in the workforce despite the fact that the population is so young. The 50% of people who participating in the labour force - working or looking for work - have an unemployment rate of 20% compared to 5.6% provincially.
- The number of people over age 15 in the north has grown by 2,200 people in the last five years, however, only 800 more people are working than 5 years ago. No gains have been

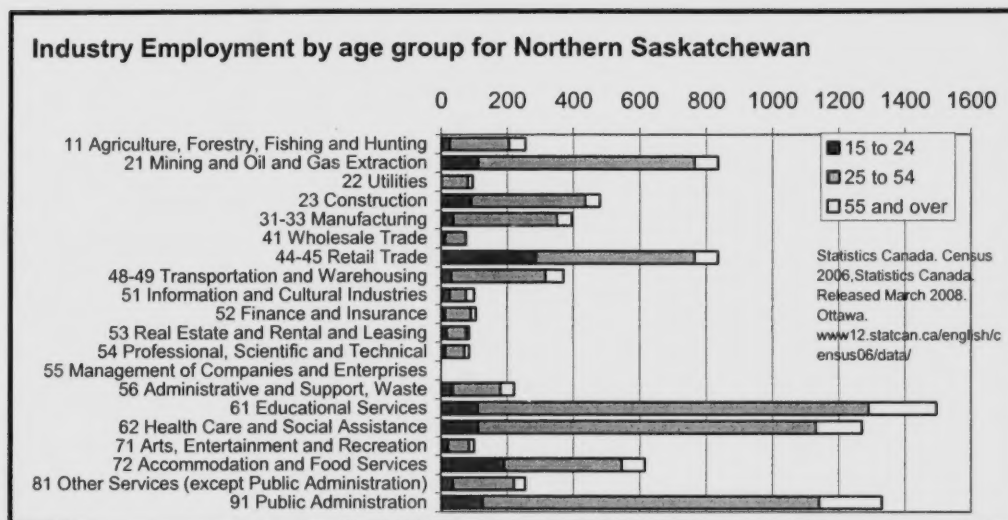
made since 1991 in closing the gap to increase the proportion of adults in the workforce or reduce unemployment. There are often few opportunities for employment or work experience in some communities – the usual stepping stones to career planning, skill development, and employment.



- Employment in goods producing industries grew by 17% between 2001 and 2006 – mostly in mining and construction since forestry employment decreased. Workers aged 15 to 24 had the second highest increase in employment. Employment of workers over age 55 increased the most at 51%.



- Of the labour force who were employed at Census time, the majority were employed in education, health care and public administration (governments). The median age of those employed was 40, similar to the median age for Canadian as a whole. In northern Saskatchewan, the sector with the youngest workers was retail with a median age of 33 while public administration/governments had the oldest median age at 41. (From a 20% sample)



- Homes are more crowded in the region. According to Census 2006, 14% of homes in the northern region had more than one person per room compared to 1% of homes provincially.
- Fewer people own their homes - only one-third of dwellings are owned by the occupants compared to three-quarters provincially. Almost half (46%) of the homes were constructed within the past 20 years compared to only 19% provincially, however, more homes in the north needed major repairs – one in four homes needed major repairs compared to only one in ten homes provincially.
- More married-couple households have children – 33% of married-couple households in the north have children compared to 26% provincially.
- More families are single-parent families – 38% of families in the north are headed by a lone parent compared to 17% provincially.
- In the past, people of the northern region have not fared as well in the labour market, similar to Aboriginal people in other parts of the province. Remoteness, few local employment opportunities, and a preference to stay close to home has resulted for many people in lower educational attainment, fewer work experience skills, dropping out of the labour force, or being channeled into less skilled jobs earning smaller wages. A report on *The Aboriginal Labour Force in Western Canada (Perspectives on Labour and Income, January 2007, Statistics Canada)* has found, however, that Aboriginal people are starting to benefit from an increasingly tight labour market. In the past decade, Aboriginal people have made tremendous progress in education attainment. Most take post-secondary programs at the college and trade level rather than university, which bodes well for employment in locally-strong sectors of housing construction and primary industries like mining and oil sands.

4. Forecast of Hot Jobs

Forecast for occupations across Canada

- The *Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006-2015)* report predicts that the national labour market will perform well over the next decade with no widespread labour shortages emerging. Across the country, 1.7 million new jobs are projected to be created and 3.8 million existing jobs freed up by retirements.
 - ◇ More job openings will be due to retirements. Over the past decade, about half of all job openings were newly created jobs and half were existing jobs needing to be filled because workers had retired. Over the next decade, two-thirds of jobs will be available because of retirement of workers from existing jobs.
 - ◇ Most of the management jobs that are currently facing recruitment pressures are expected to continue to face pressures over the next decade because of managers retiring. Retirements will create job openings at management levels across all sectors from health care to mining to construction.
 - ◇ Employment demand will be greatest for jobs in the services sector, construction, and energy sectors.
 - The services sector will have the greatest rate of job growth, particularly in computer system design, health care, and professional services.
 - The construction sector will be driven by activity in the resource and energy sectors.
 - The resource and energy sectors will be driven by high energy and resource prices.
 - ◇ Sectors expected to show a decline in job growth include the forestry, pulp and paper, and wood products manufacturing sectors.

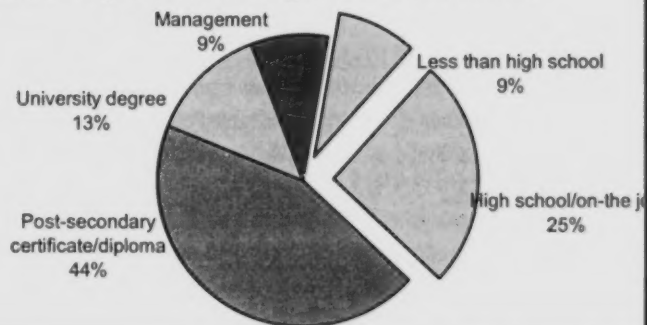
Forecast for occupations across the province

- In Saskatchewan, the *Occupational Employment Outlook* report projects 79,300 job opportunities during the 5-year period of 2006 to 2011.
 - ◇ The number of job openings available because of retiring workers is double the number of new jobs.
 - ◇ **Education and training will be the keys to success.** Two-thirds of all job openings are expected to be in occupations usually requiring post-secondary education or experience in management. Only 9% of jobs will accept less than high school.

**Only 9% of the 79,300 Projected Job Openings in
Saskatchewan
from 2006 to 2011 will accept less than high school education**

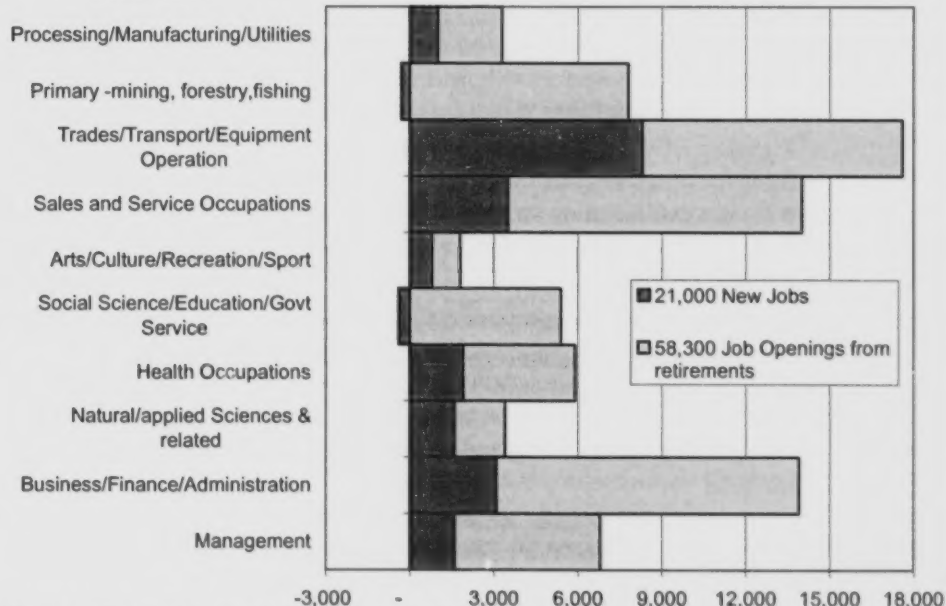
Jobs usually requiring post-secondary education or management experience will account for two-thirds of all job openings in Saskatchewan between 2006 and 2011*

Source: Occupational Employment Outlook, Vol 2 Issue 2, Winter 2007-2008, Saskatchewan Ministry of Advanced Education, Employment and Labour, Regina.



- ◇ In Saskatchewan, jobs that are expected to have the highest demand to 2011 include education, social sciences, most trades, equipment operations, and health as shown in the chart below. Details of the occupations are listed in bold in the next table from www.saskjobfutures.ca.

**Projected job Opportunities by Skill Type - Saskatchewan
2006-2011**



Source: Occupational Employment Outlook, Vol 2 Issue 2, Winter 2007-2008, Saskatchewan Ministry of Advanced Education, Employment and Labour, Regina.

Saskatchewan's Hot Jobs - 2007/8 to 2011 projected best employment opportunities – see www.saskjobfutures.ca		
Job area	Occupation (those in bold are projected to have the highest demand of all)	Training Needed
Manager	<ul style="list-style-type: none"> • Health care, social, community and correctional services • School and post-secondary principals and administrators • Construction and home building managers • Food, accommodation, recreation, and retail managers 	<ul style="list-style-type: none"> • University degree • University degree • University Degree or College diploma • College diploma
Business, Finance, Administration	<ul style="list-style-type: none"> • Accountants, investment advisors, auditors • Human resources specialist • Book keepers, executive assistants, personnel officers • Clerical – in filing, library, payroll, customer service 	<ul style="list-style-type: none"> • University degree • University degree • College diploma or certificate • High school/on the job
Sciences	<ul style="list-style-type: none"> • Engineers - chemical, civil, electrical, and mechanical • Geologists and mining engineers • Database administrators & computer support technician • Pilots and Aviation mechanical engineers • Technicians in Chemical, instrumentation, geological • Health inspectors 	<ul style="list-style-type: none"> • University degree • University degree • University degree or • College diploma • diploma/apprentice • College diploma or certificate • College diploma
Health	<ul style="list-style-type: none"> • Doctors, dentists, veterinarians, pharmacists, • nutritionist, physiotherapists, speech pathologist • Registered nurses, Nurse supervisors • Technical staff in labs, radiation, dental, diagnostic equipment • Ambulance attendants, paramedics • Nursing/continuing care assistants 	<ul style="list-style-type: none"> • University degree • University degree • University degree • College diploma or certificate • College diploma or certificate • High school/on the job

Education, Social Science, Government	<ul style="list-style-type: none"> • Lawyers • University and College instructors • Social workers, psychologists, probation officers • Community/family/addictions counselors, • Economic development officers and consultants, Recreation supervisors 	<ul style="list-style-type: none"> • University degree • University degree • University degree • University degree • University degree
Sales and Service	<ul style="list-style-type: none"> • Supervisors in janitorial, food services and retail sales • Cooks and chefs • Police officer and fire fighters • Armed forces • Food and beverage servers, babysitters and nannies • Cashiers, janitors, security guards 	<ul style="list-style-type: none"> • College diploma or certificate • College/apprentice diploma or certificate • High school diploma • High school diploma or less • Less than high school
Trades and equipment operations	<ul style="list-style-type: none"> • Electrician, power lineman, pipe fitters, gas fitters, plumbers • Machinists, industrial mechanics, trades supervisors, Welders, • Carpenters, roofers, painters, flooring installers, cement finisher • Heavy equipment operators and truck drivers • Trades helpers and labourers 	<ul style="list-style-type: none"> • College &/or apprenticeship • College &/or apprenticeship • College &/or apprenticeship • High school/on the job • Less than high school
Mining, Oil and gas	<ul style="list-style-type: none"> • Supervisors in mining and oil and gas • Underground miners and oil and gas drillers • Mine and oil drilling support workers and labourers 	<ul style="list-style-type: none"> • College &/or apprenticeship • College &/or apprenticeship • High school diploma or less
Processing	<ul style="list-style-type: none"> • Process Operators and their supervisors 	<ul style="list-style-type: none"> • College diploma/certificate

Source: *Saskatchewan Job Futures* website as of January 9, 2008 (Government of Canada and Saskatchewan Ministry of Advanced Education, Employment and Labour) www.saskjobfutures.ca; and *Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006-2015)* October 2006, Human Resources and Social Development Canada

5 Major Northern Industries - training and employment opportunities

5.1 Mineral Sector – Mining and Exploration

The Big Picture – growing world wide demand for resources

- Saskatchewan has significant mineral resources of gold, uranium, copper, zinc, silver, diamonds and rare earth elements, mostly located in the northern half of the province. High market prices have increased the mining companies' revenues and stimulated exploration activity in the province.
- Gold prices are at a 27-year high. The gold price has risen for a number of reasons including the risk of inflation in the United States motivating investors buy gold, the low U.S. dollar value, demand for gold by new investors in China and India, and the longer lead time to develop new mines. Although there is a large supply of gold, there is also an increasing demand for gold for jewellery and electronic products.
- The demand for uranium is expected to accelerate dramatically over the next 20 years with the increasing demand for electricity from a growing world population (predicted to grow by another billion people by 2030) and with the expansion of manufacturing in developing countries. Nuclear power generation is seen by many as the best option to address greenhouse gas emissions.
- In Alberta, the pressure for nuclear energy is building and some northern Alberta communities are eager to provide the location for a nuclear generator. The ongoing development and expansion of oilsands projects into the foreseeable future and federal interest in reducing greenhouse gas emissions are driving the interest in nuclear energy.
- Currently, 439 nuclear power reactors generate electricity in 30 countries, providing 16% of the world's electricity. Another 34 reactors are under construction. In addition, 93 are in the planning stages where approvals, funding, or major commitments are in place and 222 have been proposed. If all planned and proposed plants proceed, the number of nuclear facilities will increase by 70%, increasing the demand for uranium for fuel. (2007 World Nuclear Association)
- Medical technologies and procedures also depend on uranium. Canada provides half of the global supply of medical isotopes for nuclear medicine that are used in 18 million medical procedures each year, providing diagnostic information and treatment of cancers.
- Northern Saskatchewan is the world's largest uranium producer, producing 25% of global uranium and has the world's largest and second largest uranium mines – McArthur and Cigar Lake. The Athabasca Basin contains the highest-grade known uranium deposits in the world.

- Saskatchewan's uranium production is projected to increase by 60% between 2006 and 2011 to 41 million pounds. (Saskatchewan's Ministry of Energy and Resources website, January 2007)

The Local Scene - Mining production expands

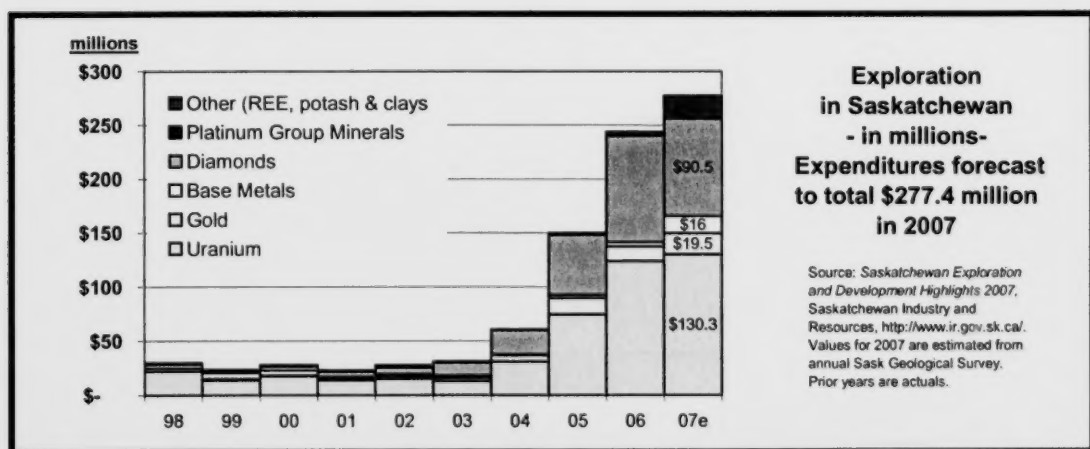
- Currently, four mines are in production in northern Saskatchewan - McArthur/Key Lake, Rabbit Lake, and McClean Lake uranium mines and Scabee gold mine. All of the mining operations are planning to increase production, taking advantage of higher market prices and the strong demand for their products.
 - ◇ Cameco is seeking regulatory approval to increase annual production at the McArthur River and Key Lake operations by about 18% to 22 million pounds U3O8. Once approved, the operation may take several years to achieve the new production levels since the mill requires revitalization and the mine will need to transition to new ore zones.
 - ◇ Rabbit Lake operation continues to find new ore reserves, extending its mining life to 2011 or later. Pending approvals, the operation life will be extended a further 20 years by milling half of Cigar's ore beginning in the second or third year of Cigar Lake's production, about 2013-2014. In preparation for milling, about \$40M in construction contracts will be awarded over two years and result in about 50 jobs for skilled and semi-skilled workers. About \$16M in construction contracts will be awarded to build a haul road from Cigar Lake – it will take about 7 months over a two-year period with a peak employment of 75 jobs, mainly skilled and semi-skilled workers. All contracts will likely be selected through an open-bid process, with preference for Athabasca region contractors. The changes to the operation will generate about 65 new jobs, mainly in mill operations with other positions in administration, mining and services. Transportation of the slurry from Cigar Lake will be by contractual or employment arrangements. If Eagle Point is mined out sometime after 2011, the workforce would be reduced by about 200 workers mostly in mining and maintenance. Rabbit Lake could become a regional milling facility to process promising new ore bodies in the area.
 - ◇ McClean Lake mill expansion was completed in 2007 bringing the mill's capacity to 12 million pounds of U3O8 a year to handle ore slurry from Cigar Lake mine, pending regulatory approvals. McClean Lake will fill the Cigar Lake delay with ore from a number of deposits. Sue B will be mined throughout 2008 and mining of Caribou deposit could begin in late 2008, pending regulatory approval. Licensing applications will be submitted in 2008 for the McClean Underground deposit for mine development in 2009 and production targeted for 2011. In December, AREVA and partners announced they will proceed with development of Midwest deposit and they are awaiting regulatory approvals to change the mining method to open-pit. Site construction including a haul road, water treatment plant and other facilities could begin in mid-2009. Heavy equipment operators would be needed in early 2010 to begin stripping rock over the ore with ore removal from mid-2011 through to 2013. About 80 additional workers will be needed. The total capital cost including mine development and the related McClean Lake mill expansion of about \$100 million will be approximately \$400 million. In anticipation of future activity, Points

Athabasca Construction is building 140 new rooms on to the permanent camp to be completed by autumn 2008.

- ◊ Since 1991, Claude Resources has produced approximately 775,000 ounces of gold from its Seabee mine north of Stanley Mission. Seabee doubled its mill capacity in 2005 to accommodate ore from three new ore bodies – Santoy 7 and 8 and Porky – all within trucking distance of the Seabee mill. Underground mining is underway during 2008 at Santoy 7 and at Santoy 8 from late 2007 to 2013. About 35 new positions were created at Santoy including underground miners, service personnel, catering staff, and labourers. Claude expects the mine to continue to produce about 50,000 ounces per year for some years to come because of exploration work taken at the deeper levels of the mine and the new gold deposits.
- Winn Bay Sand, a First Nations company, extracts and cleans silica sand at Hanson Lake, between Deschambault and Creighton, for use in the oil and gas industry. The property has a life of 5 to 7 years. The sand is trucked to Saskatoon where it is distributed and marketed. Some sand is trucked directly to Flin Flon to be transported by train to the United States. The company employs about 50 people year round, many from northeast First Nations communities, as equipment operators, truck drivers, camp workers and lab workers. (*Opportunity North*, summer 2007)

The Local Scene -Mineral exploration is booming

- Exploration in the north is at an all time high, spurred by the high stock market prices for minerals, the concern about looming supply shortages of uranium for power generation, and investment in gold as a hedge against recession in the economy. And there is no sign that the long-running boom is about to end. The graph tracks the trends in the industry, based on *Saskatchewan Exploration and Development Highlights 2007* report. The estimated at \$277M in expenditures for 2007 was an all-time high for the province.



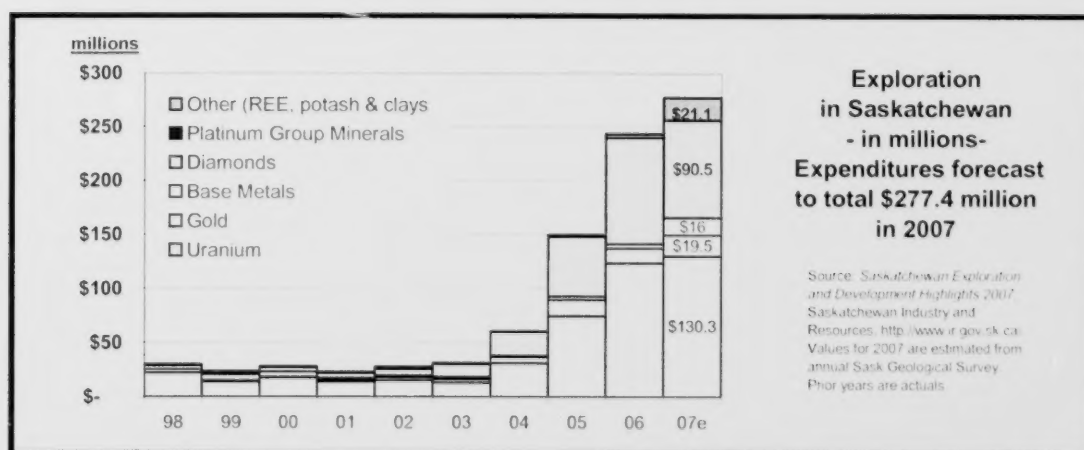
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- Over 40 companies are exploring for uranium in the Athabasca Basin, gold in the La Ronge and Uranium City areas, and diamonds in the Prince Albert area. Base metals exploration is focused mostly in the Creighton/Hanson Lake area.
- Exploration ranges from grassroots exploration, to advanced exploration determining mining feasibility, to mine-area exploration extending existing operations. The following projects are in advanced stages of exploration or construction.

- ◇ Cigar Lake uranium mine construction was 60% complete in October 2006 when an underground tunnel collapsed allowing water to flood the mine. Work to reclaim the mine is ongoing. A concrete barrier plug was completed in 2007 and appears to be effective. Cameco will undertake more assessments and plans to dewater in the second half of 2008. Construction continues on the surface for slurry load-out facilities, pipelines, and a camp expansion. Production is expected to start in 2011 at the earliest, employing about 250 people during the first 15-year Phase 1 of production.



- ◇ The Millennium project is a potential underground uranium mine 35 km north of Key Lake. The partners (Cameco, AREVA, and Japan-Canada Uranium) have begun the regulatory process to bring the mine to production. Environmental baseline and assessment studies have begun, and metallurgical testing, underground design, and surface facility design is underway. The project feasibility study is expected to be completed in 2008. If approved, a road would be constructed in 2011, construction of the shaft would begin in 2012 and underground developments in 2014. Production would commence in 2017 with ore trucked to the Key Lake

mill. Construction is expected to generate 360 jobs with 27 production jobs over the 6 to 7 year life of the mine.

- ◇ AREVA's Shea Creek consists of several uranium deposits 30 km south of the dismantled Cluff Lake mine. AREVA is planning to submit a project description to the regulatory authorities in early 2008 for one or two underground exploration shafts and test mining facilities. Construction could begin in 2010 with completion in 2013. With favourable results and regulatory approvals it takes about 10 years to develop a mine
- ◇ GLR Resources is making preparations for mining its Goldfields Project, 30 km south of Uranium City, in early 2009 pending approvals. The Box deposit would be mined by open pit methods using mid-size earth-moving equipment. It has a projected life of 7 years plus 3 years at the nearby Athona deposit. Its environmental impact review process is nearing completion. Local crews cleared power line rights-of-way, renovations were completed on an office/camp building in Uranium City, and mining and milling equipment has been ordered for 2009. The camp building has rooms for about 35 employees. At production, about 80 people would be employed. Mine site facilities, infrastructure, and equipment costs are estimated at \$46.3 million.
- ◇ During 2008, Golden Band Resources will do an underground exploration project at Bingo deposit, one of its 10 properties with known gold deposits. The short-term plan is to bring Bingo, Komis, and EP deposits into production, trucking the ore to the company's licensed Jolu mill and tailings facility. The company has established a camp, offices, and workshop at Bingo site and an all-weather access road. Dewatering and settling ponds are operational and Kitsaki Procon is expected to reach the first ore level by February 2008. An expanded scoping study was completed in January to extend the project to 8 years by including other deposits. The company has engineering work underway, as well as plans for re-commissioning the Jolu mill, and estimations for establishing grid power supply, tailings and effluent disposal, and upgrading the gravity gold recovery circuit. As the project proceeds, Kitsaki Procon, Lac La Ronge Indian Band's joint venture with Procon mining, has a contract in place to do underground mining, surface mining, construction and refurbishment of the mill. Under its contract it is understood that Kitsaki's other businesses will have a part to play in catering, transportation, providing gravel, and environmental services.
- ◇ Great Western Minerals Group is considering developing a rare earth elements (REEs) mine at Hoidas Lake, 50 km northeast of Uranium City. The company is considering a 500-tonne-per-day mine-and-mill complex with a 15 to 20 year mine life. The goal is to begin construction in 2009 and production in 2010. The company is working on process design, engineering, surface drilling, construction of a pilot plant, and environmental and feasibility assessments during 2008 after which a production decision will be made. On the marketing side, the company purchased a plant in Michigan which will help the company establish manufacturing and marketing links in the specialty metals area. Currently China supplies 97% of the world's REEs which increasingly are used in technologies such as computer monitors, cell phones, the aerospace industry, and rechargeable batteries.

- ◇ Shore Gold undertook underground bulk sampling in 2007 at its Star diamond deposit 60 km northeast of Prince Albert. During 2008, the company will complete a full feasibility study and, if results are favourable, a diamond mine could be in production in 2011. The company is investigating several engineering options for mining and processing plant designs to minimize costs. A mine would employ 500 to 600 workers as well as spin-off employment in businesses in surrounding communities.
- ◇ In 2008, the Noble Bay graphite mine and mill could be in production at Southend. Because the First Nations-owned mine is on reserve land, the environmental assessment and permits are administered by the federal government. Government is awaiting changes being made in the corporate structure of the companies before completing the assessment process. Permits should be in place in 2008 for the owners to begin production. The owners project the labour force could be 100 workers at full production. Graphite is used in energy cell components, in steelmaking, golf clubs, and the auto industry.

Employment Prospects and Issues – Long-term jobs and labour shortages

- If all the projects above proceed to development and operation, the northern Saskatchewan mining industry could employ over 2,500 long-term workers at the mine sites for years to come (conservative estimate). Jobs include **heavy equipment operators, miners, technicians, trades people, and engineers. In addition, construction** of the new mines would create several hundred shorter-term trades jobs.



- Currently, operating mines in northern Saskatchewan are the largest employers in the region, employing about 2,600 employees and long-term contractors and 500 short-term contractors at site. Of these, about 1,540 are residents of Saskatchewan's north employed by companies and contractors. About 42% of all employees are of residents of Saskatchewan's north who are of Aboriginal ancestry. Hudson Bay Mining across the border at Flin Flon employs an additional 280 northern Saskatchewan residents. Companies' head offices in Saskatoon employ an additional 1,000 direct employees.



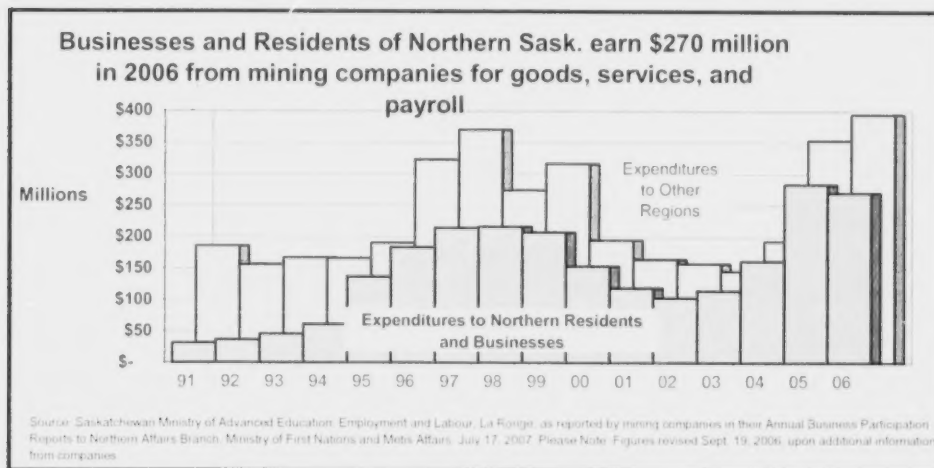
- The northern Saskatchewan mining operations paid \$223 million to local businesses and joint ventures and \$47 million in wages to northern employees in 2006. Since 1991, businesses and Residents of northern Saskatchewan earned \$2.3 billion in goods, services, and payroll from northern mine sites - 38% of the total \$6.1 billion spent. The mining industry has helped develop northern Saskatchewan businesses by breaking contracts into smaller achievable units and giving preferential tendering to northern businesses.



- Mineral exploration has also created employment for:
 - claim stakers, line cutters, diamond drillers and drill helpers, camp cooks, geophysical surveyors, and geologists.
 - provincial government geologists, environmental monitoring specialists, and mine safety regulators.



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- ◇ **air and truck transportation companies, fuel suppliers, motels, restaurants, and grocery stores**
- ◇ Saskatchewan Research Council in Saskatoon, which undertakes mineral analysis for exploration projects and processes research for mining operations, requires **geologists, mine engineers, metallurgists, and environmental and chemical technologists**. Its laboratory workforce has grown from 10 to over 100 in the past couple of years.
- The mining industry is enjoying a period of remarkable growth at the same time as many mine workers are looking to retire, creating challenges for companies human resources departments. The Mining Industry Human Resource Council (MiHR) estimates that the mining sector will need to hire up to 10,000 new workers each year across Canada over the next 10 years to meet anticipated production targets (*Mining Labour Market Transition Project Final Report*, 2007). This estimate is almost 24% percent higher than the Council's prediction made just 2 years ago in *Prospecting the Future, Meeting the Challenges in The Canadian Minerals and Metals Industry*.
 - ◇ The report depicts Saskatchewan's mining workforce with 31% of workers over age 45 compared to 47% nationally; women make up 9% of the mining workforce, slightly lower than the national rate; and only 40% have a post-secondary education – the lowest of all provinces.
 - ◇ The industry needs to promote the careers and opportunities it offers to new sources of workers, such as young people, women, the Aboriginal workforce, new Canadians, retirees, and mining ex-patriates.
 - ◇ A MiHR survey of people in these target groups found they had a significant lack of awareness about the mining sector, seeing it as dirty, using old technology, and having a poor future, when in fact the mining industry uses advanced technology, pays high wages and benefits, and offers advancement and mobility opportunities.
 - ◇ The MiHR has launched a recruitment strategy for the next 3 years to address the pending labour shortage. The strategy includes launching a mine career marketing campaign, mining mentorship programs, summer employment job boards, apprenticeship guides, photo galleries, website pop-ups and banners, and employer tool kits for recruitment presentations. (www.acareerinmining.ca)

Training and Employment Partnerships and Initiatives

- Cameco anticipates \$3-\$3.5 billion of expansion in the mining industry in the north in the next 5-10 years, including development of Cigar Lake, Key Lake revitalization, and proposed development of the Millennium Mine, which is nearing the end of the feasibility stage. The company, therefore, must address its need for skilled workers at new projects as well as the need to replace employees who are retiring and it plans to work with schools, stakeholders, and contractors.
- As a means of addressing the recruitment and retention and education gaps for employment in the northern Saskatchewan mining industry, a partnership of mining industry, governments, training funders, and training delivery agencies was established in 1993. The **Multi-Party Training Plan (MPTP)** is now ending Phase 3. The partners

are planning a fourth 5-year training Plan commencing in July 2008 to address current and emerging skill needs in the mineral sector. Training planning is undertaken by the Mineral Sector Steering Committee. The partners have planned training for 2008-9 in the following areas:

- ◇ Exploration – diamond driller helper. The College has purchased a diamond drill rig which will likely move from region to region for training delivery.
- ◇ Equipment operations – 1A truck driver training and heavy equipment operator. Northlands College purchased a heavy equipment operator simulator as a training venue. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands will purchase a road grader package to offer grader training in 2008.
- ◇ Trades – industrial mechanic pre-trades which provides the basics of Level 1. The College received additional funding for the delivery of heavy duty mechanic training for the full 4 years right to journeyman status. Training will be at the Buffalo Narrows training facility.
- ◇ Technical careers – geological technician, radiation technician, process operator, and mine engineering technologist.
- ◇ Academic upgrading – to prepare northern residents and mine employees for skill training and advancement.
- ◇ Professional careers - MPTP will fund two university scholarships of \$5,000 each.
- **Northern Career Quest Partnership** is a new multi-party training and employment initiative for the mining and oil and gas industries. With funding from the federal Aboriginal Skills and Employment Partnership (ASEP) and commitments by the provincial government and companies in Saskatchewan and Alberta. Quest plans to provide training spaces and full time permanent jobs for Aboriginal people, primarily from the northern half of Saskatchewan over 4 years commencing in autumn 2008. Northern Career Quest will link with the Multi-Party Training Plan for the Mineral Sector to expand the job and training links for its clients.
- The northern mines have implemented a **variety of measures for recruitment** of local people, such as:
 - ◇ Preferential hiring clauses for northern and Aboriginal workers, free air transportation from many northern Saskatchewan communities, the week in/week out shift schedule, and multi-party training ventures.
 - ◇ Career awareness to promote **professional, technical, and trades careers** in mining to northern students including site tours for students, teachers, and community members; presentations to students and teachers; work placements for students in post-secondary training; student summer jobs; \$100,000 each year in post-secondary scholarships; and employment for northern graduates of training.
 - ◇ Long-term apprenticeship training initiatives. Cameco and AREVA have increased the number of apprentices to address a shortage of skilled tradespersons and looming retirements within the company.

Hot Jobs

- Check out *Explore for More – a career in mining* at <http://www.acareerinmining.ca> from the Mining Industry Human Resources Council (MiHR). The website will give you information about careers, stories of mine workers, and links to employers.
- InfoMine websites at <http://www.infomine.com> provide information on worldwide mining and mineral exploration including links to companies' websites and job postings across Canada and around the world.
- Projected employment opportunities and skill shortage areas reported by mining companies include (*Mining Labour Market Transition Project Final Report*, 2007):

Mineral Sector - Opportunities and Skill Shortage

Engineers – electrical, structural, mechanical, mining

Construction trades – particularly industrial mechanics, electricians, and welders

Technicians – instrumentation technicians, radiation, mine and metal technicians

Heavy machine operators

General miners – surface and underground drillers and miners

Scientists – geologists and metallurgists

Managers and supervisors - such as human resource specialists, underground mining management, maintenance management, construction management.

5.2 Oil and Gas Sector

The Big Picture -Oil and gas industry is booming

- Saskatchewan is the second largest oil producer in Canada and the third largest producer of natural gas. (The Canadian Association of Petroleum Producers -CAPP)
 - ◇ Saskatchewan's oil and natural gas sector is booming - oil production has more than doubled in the last 20 years.
 - ◇ Companies in Saskatchewan spent about \$2.9 billion on exploration and development in 2006 and \$1.5 billion in royalties and fees to the province.
 - ◇ The industry supports 26,000 direct and indirect jobs in the province.
- In comparison, Alberta is the largest producer of oil and gas, producing 70% of Canada's crude oil and 80% of its gas.

- ◇ Companies in Alberta spent over \$27 billion in capital spending plus \$14.3 billion in the oil sands in 2006 and paid \$12 billion in royalties and other payments to the province of Alberta.
- Alberta's oil sands operations benefit other regions of Canada as well. CAPP states that 44% of jobs generated by the oil sands are outside of Alberta.
- The oil sands are vast deposits of tar-like bitumen mixed with sand found in northeastern Alberta and northwestern Saskatchewan. Extraction is either by open pit mining if the bitumen is near the surface or, if the bitumen is deep, by in-situ methods such as steam injection to soften and dilute the bitumen so it can be brought to the surface by wells.
- As of September 2007, over \$26 billion in construction of new oil sands projects was underway around Fort McMurray. In addition, \$11 billion worth of additional construction has been approved by regulatory agencies and another \$40 billion in projects are proposed but not yet approved by regulators or their boards of directors. (Fort McMurray-Alberta Labour Market Information from *The inventory of Major Alberta Projects*). The Athabasca Regional Issues Working Group forecasts that up to \$124 billion could be spent on capital construction of mines, upgraders, pipelines, and co-generation plants in the Wood Buffalo area between 2007 and 2012.

The Local Scene - Oil sands exploration begins in Saskatchewan

- Just across the border in Alberta, the Fort McMurray area (the Regional Municipality of Wood Buffalo) has the following oil sands projects:
 - ◇ 3 open pit mines in operation (Albian Sands, Suncor, and Syncrude.)
 - ◇ 8 in-situ projects in production (McKay River and Firebag and 6 pilot projects at Surmont, Christina Lake, Hangingstone, Joslyn, Long Lake, and Whitesands)
 - ◇ 8 projects under construction (Horizon, Long Lake, Surmont, Joslyn, Jackfish, Christina Lake, Syncrude, and Suncor upgrader expansion). After years of construction, Horizon and Long Lake will start up in 2008.
 - ◇ 11 proposed projects including 6 surface mines and 5 in-situ projects.
- In Saskatchewan, Oilsands Quest Inc. began exploring the region north of La Loche on the premise that the oil sands extended across the border into Saskatchewan. Over the past 3 years of exploration, the company has found three main deposits. The winter 2007-8 work plan in Saskatchewan focused on its first deposit, Axe Lake, about 50 km east of Suncor's Firebag project. The company undertook infill drilling, exploration drilling, 2-D seismic and 3-D seismic surveys on its Saskatchewan and adjoining Alberta lease holdings. Oilsands Quest will undertake a reservoir field test in the first half of 2008. During 2008 and 2009, the company is planning infrastructure development (roads, power, and pipelines) and undertaking a Field Pilot production program. Based on results of the Field Pilot Program, a commercial development could be in production in 2012 (subject to regulatory and Board approvals and

financing). The company has spent about \$70M to date on electronic surveys, drilling, establishing a main camp, two small camps, a shop, and a temporary airstrip, and building over 300 km of roads and trails. In the short time the company has been working in the area, it has created driller, labourer and camp services jobs for local people, contracted heavy equipment, water supply and other services from local businesses, and established a scholarship program for students in the region.

- Petrobank Energy and Resources purchased the rights to explore a large parcel of land near the Clearwater River, right in the middle of Oilsands Quest's lease lands. The company already operates the Whitesands oil sands project near Fort McMurray and has major oil leases in southeastern Saskatchewan. The company's subsidiary is the licensed owner of new technology that is being tested at the Whitesands project, toe-to-heel air injection (THAI), an in-situ combustion process that is fuel efficient and doesn't use water – thereby addressing two concerns about oil sands production.

Employment Prospects and Issues: Labour shortages and skill shortages

- Canadian petroleum production has gown significantly over the past decades, particularly in oil sands production, and industry experts say that this trend will continue for decades to come. The demand for oil driven by growing populations, new industries in emerging economies, and increased world-wide energy use have created a greater need for workers in the oil and gas sector.
- The Athabasca Regional Issues Working Group at www.oilsands.cc works with the oil sands companies to address employment and other issues around Fort McMurray. Their projections forecast that from 2007 to 2011, about 4,500 new permanent, direct-hire oil sands related positions will be required in the Wood Buffalo region. Another 7,000 workers will be needed to replace employees lost due to attrition. Their forecast does not include contractors or construction workforces required by new oil sands projects – workers that are also in high demand in the region.
- A *Worker Needs and Shortages Analysis* was published in December 2007 for the Wood Buffalo region around Fort McMurray. One hundred employers in the area in all sectors were surveyed to determine their hiring difficulties and the occupations they were having most difficulty recruiting.
 - ◇ Across all the sectors, two-thirds had difficulty finding employees and, for most, high turnover was an issue.
 - ◇ The oil and gas sector had the most difficulty recruiting **health and safety personnel, maintenance managers and supervisors, drillers and helpers, derrick hands, heavy duty mechanics, crane operators, and administration staff.**
 - ◇ The oil and gas companies reported that the main recruitment barriers were the shortage of people with the right skills and the right attitude as well as the lack of affordable housing in Fort McMurray.
- The oil and gas sector offers workers opportunities for on-the-job training, rapid career advancement, and competitive wages. There are jobs for people at every skill level and

at every education level. The **Careers in Oil and Gas website** will give you information on the oil and gas industry, types of jobs, links to jobs, and tips on interviews and resumes. See <http://www.careersinoilandgas.com/> The website, provided by Petroleum Human Resource Council, advises that every company has its own requirements but basic qualifications and skills needed usually include:

- ◇ High school education,
 - ◇ Class 3 or Class 1 drivers' license (in addition to Class 5) ,
 - ◇ Physical fitness,
 - ◇ The Essential Skills: reading, writing, communication, problems solving, organizational skills, computer literacy, math and science skills, and mechanical aptitude, and
 - ◇ Positive attitude, teamwork, and a good work ethic.
- To find a job around Fort McMurray that suits your skills and training level see Wood Buffalo Labour Market Information website <http://www.woodbuffalo.net/> .
 - ◇ The majority of oil sands projects in the Woods Buffalo area around Fort McMurray want skilled workers with education, training, and experience.
 - ◇ People without training or experience can find entry-level or labourer jobs with the drilling companies, drill service companies, construction contractors, or at camps as kitchen and cleaning staff.
 - ◇ Trades workers and construction labourers are needed at construction sites of the new oil sands projects.

Training and Employment Partnerships and Initiatives

- Enform is a non-profit corporation owned and directed by 6 petroleum trade associations to deliver **petroleum industry safety and training courses** and career development. It has training facilities in Calgary, Nisku, and Genesee, Alberta. See their website for industry information and links to training and jobs. (www.enform.ca)
- The Meadow Lake Tribal Council received \$1.67 million last year in federal and provincial support to implement three business development and employment training projects. Drill rig training will be delivered in autumn 2008. The **Oil and Gas Secretariat**, employing five staff, focuses on establishing a regional presence in the oil and gas industry, developing oil and gas training programs, and helping First Nations profit from business opportunities. The Oil and Gas Secretariat helps residents find employment in the oil and gas sector in Alberta and Saskatchewan. The Secretariat will work with Job Horizons and Northern Career Quest projects to enhance employment links for clients. Call 236-5654.
- A new phase of **Job Horizons** will be operational in 2008 and 2009 to help link residents of northern Saskatchewan communities to employment in the oil and gas and mining sectors. Five staff were hired in the spring to provide career counseling, help

place job-ready candidates in jobs (in Alberta and Saskatchewan), and link clients pursuing trades and apprenticeship careers to the Alberta Aboriginal Apprenticeship Program. Job Horizons plans to place at least 300 people in jobs in the oil and gas sector during the two years. Call 236-5654.

- **Northern Career Quest Partnership** is a new multi-party training and employment initiative for the mining and oil and gas industries. With funding from the federal Aboriginal Skills and Employment Partnership (ASEP) and commitments by the provincial government and companies in Saskatchewan and Alberta. Quest plans to provide 1,500 training spaces and 750 full time permanent jobs for Aboriginal people, primarily from the northern half of Saskatchewan over 4 years. The project has strong partnerships with companies in the mineral, oil and gas sectors who have committed to provide real jobs for graduates of the training programs and for those who are job-ready. Training programs and employment referral services will begin spring 2008 to 2011. Northlands College's new diamond drill rig and heavy equipment operator simulator will be utilized for some of the training. Northern Career Quest will link with the Oil and Gas Secretariat, Job Horizons, and the Multi-Party Training Plan for the Mineral Sector to expand the job and training links for its clients. Call Northlands College regarding training.

Hot Jobs:

- Check out the Athabasca Regional Issues Working Group website at **www.oilsands.cc** for up-to-date information from oil sands developers about employment and careers.
- InfoMine websites at **<http://www.infomine.com>** provide information on worldwide mining and mineral exploration including links to oil and gas companies' websites and job postings across Canada and around the world.
- The Petroleum Human Resource Council offers links to resources that can help you find a career in the oil and natural gas industry. See **www.petrohrsc.ca** and **<http://www.careersinoilandgas.com/>**. This national, not-for-profit forum addresses human resources issues within the petroleum industry. In the regular oil and gas sector in western Canada, the following job opportunities will be available mostly because of retirements and changes in industry processes over the next 10 years:

Oil and Gas - Replacement Job Opportunities in the next 10 years

Electrical Engineer

Industrial Millwright

Instrumentation Engineer

Stationary Engineer

Instrumentation Technician

Process Operator

Industrial Electricians

**Supervisors, Drilling and
Service Sectors**

Quality Assurance Analyst

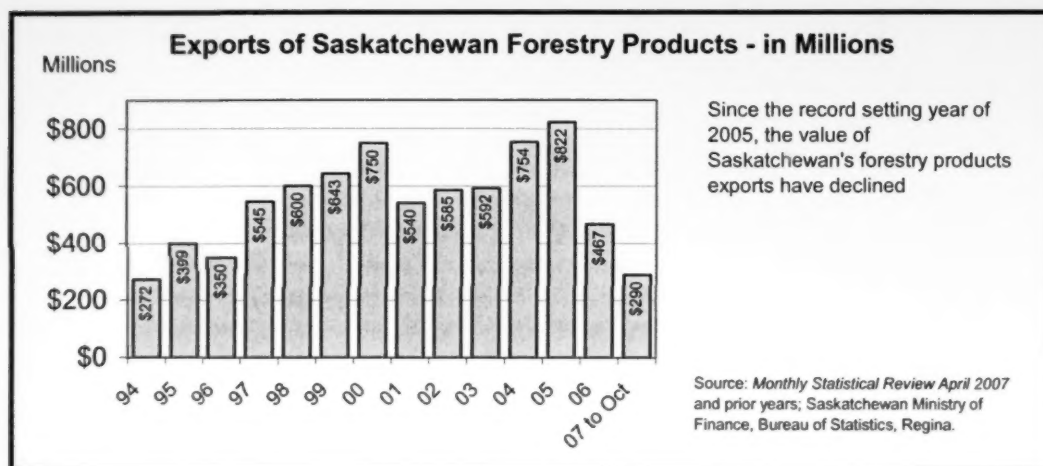
- In the oil sands, over 7,000 new jobs include:

New Jobs Predicted in the oil sands	Number of jobs
Heavy Equipment Operator	2,313
Process Operator	1,433
Heavy Duty Mechanic	1,138
Power Engineer	375
Electrician	317
Motor Vehicle Mechanic	246
Industrial Mechanic	244
Instrument Technician	187
Other Maintenance jobs	181
Steamfitter/Pipefitter/Gasfitter	166
Welder	132
Technical Engineer: Process	123
Technical Engineer: Mechanical	79
Technical Engineer: Other	63
Technical Engineer: Chemical	54
Technical Engineer: Mining	53
Technical Engineer: Geotechnical	49
Technical Engineer: Environmental	45
Total	7,198

5.3 Forestry Sector

The Big Picture - Forestry sector is struggling

- Saskatchewan has 35.5 million hectares of forest land - more than half of the province's total area. The commercial forest lies in a band across the province, from Prince Albert at its southern edge to the Churchill River system at its northern edge.
- From 1995 to 2005, forestry companies in Saskatchewan expanded and upgraded their operations leading to a record-breaking year in production in 2005. Since then, exports of forestry products have declined by over half.



- The decline in forestry production in Saskatchewan and across Canada is the result of a combination of events.
 - ◇ The Canadian dollar is up by 60% in the last 5 years. Because forestry products are sold in U.S. dollars but companies' costs are incurred in Canadian dollars, the rise in the dollar has shrunk the profit margin for companies and made their products less competitive.
 - ◇ Most Canadian lumber is sold to the U.S., however, the U.S. housing market is in serious decline. The collapse is due in part to the overbuilding of homes financed by below-prime mortgages since mid-2006 – when the below-prime terms ended many people could not afford to renew their mortgages at normal lending rates. As a result, there are a large number of unsold houses across the U.S. which will stall new housing construction until those houses are absorbed into the market. The decline in new construction has led to low demand for Canada's lumber and panel board. Although mills curtailed production, there is still an oversupply in the market and prices for lumber, oriented strand board, and plywood have plummeted. Even with seasonal increases, analysts do not expect a recovery for lumber and OSB panel producers until early 2009 when the U.S. housing activity is projected to pick up.
 - ◇ On the pulp and paper side, pulp prices are expected to increase this year. Canadian and U.S. pulp and paper mills, however, face challenges of competing with new low-cost plants in Russia and China and plantation-fed plants in Asia and South America. Paper producers face additional challenges of shrinking demand because of paper-less communications like e-mail. Fiber availability is also an issue - pulp and paper mills depend on low cost chips from lumber sawmills but many sawmills have curtailed production because of low lumber demand and high costs. The closures of pulp and paper mills in turn mean that sawmills, already struggling with low demand for their lumber and panel board, lose even more revenue in loss of chip sales. In Saskatchewan, the closing of Weyerhaeuser's pulp and paper mill in Prince Albert put 700 people out of work but also affected

sawmill workers in Prince Albert, Big River, La Ronge, Carrot River, Hudson Bay, and Meadow Lake.

- ◇ During 2008, several companies across Canada are planning to consolidate and curtail more production to reduce costs and bring supply in line with the low demand. Since spring 2005, more than 7,000 permanent and temporary jobs in the forestry sector disappeared in Quebec and 8,000 jobs were reported shed in Atlantic Canada according to the Atlantic Provinces Economic Council. In British Columbia, Canfor recently closed a panel board plant and a sawmill and, this spring, it will close indefinitely its oriented strand board plant and a plywood mill, laying off 435 workers. In 2006, Domtar and Weyerhaeuser merged their fine paper business resulting in the closure of the Prince Albert plant. Weyerhaeuser has since shut down several more of its operations and, this spring, Domtar will permanently reduce production at two other paper mills, laying off 625 workers.
- ◇ The forestry industry must contend with nature as well as economic trends and global competition. Loggers in British Columbia are busy salvaging some of the 13 million hectares of lodgepole pine forests that have been ruined by mountain pine beetles. The B.C. Ministry of Forests and Range projects that up to 80% of the commercial pine forests in the central and southern interior areas will be killed by 2015. B.C. will be keeping up lumber production levels as it salvages as much timber as possible in the next decade. Its production could drop substantially once the merchantable dead pine has been processed. Pine beetle devastation could spread to Saskatchewan forests and beyond – not only have the pine beetles already spread to north-central Alberta, but now scientists have found that the beetles carry a fungus that kills jack pine forests which are widespread across Canada.
- Despite these challenges, global demand for forest products continues to grow as emerging economies develop and populations grow. The new low-cost forestry producers in China, Russia, and South America face their own problems in the future such as fiber and energy supply, illegal logging, and sustainability. Canada has some significant advantages over these new competitors in its sustainable forest practices, fiber supply, and labour and marketing expertise. The *Forest Products Industry Competitiveness Task Force* reports that the following steps must be taken by industry and through government policies in order to stop the decline in the forestry sector and revitalize it:
 - ◇ Increase competitiveness by reducing costs of fiber, energy, transportation, and personnel.
 - ◇ Greater investment in forest products facilities at a world-class level of scale and productivity. During the past 2 years, companies have been restructuring to become larger to reduce their costs and stay competitive.
 - ◇ Innovation in products and markets such as increasing the use of wood in non-residential construction, developing new building products and bioactive papers. The Saskatchewan Forest Centre sees opportunities for new technology to automate timber harvest and maximize lumber recovery in sawmills, as well as new uses for wood fiber in products such as in clothing, tires, pharmaceuticals, explosives, ethanol, and biofuels.

The Local Scene –uncertainties continue

- In the past 2 years, over 1,000 Saskatchewan people working in the forest industry have lost their jobs as the large companies have closed mills or curtailed production.
 - ◇ Weyerhaeuser announced that it will curtail production in July at its oriented strand board plant in Hudson Bay - the only remaining value-added forestry operation left on the eastside. Earlier this year, the company had laid off a shift of 25 people. With this recent curtailment, an additional 170 workers as well as about 300 logging and hauling jobs are affected. A timeline for recommencing production is indefinite - the company plans to assess the OSB market in December.
 - ◇ Weyerhaeuser closed its sawmill at Big River and the Wapawekka sawmill near Prince Albert in 2006, laying off over 200 workers for an unknown time. In February 2008, the company announced it would permanently close its sawmill at Carrot River and its plywood mill at Hudson Bay, both of which have been idle for over a year. The company was unable to find a buyer for the Carrot River and Hudson Bay mills and announced it has permanently closed these mills, eliminating 300 direct jobs from the area as well as hundreds of logging and hauling jobs and spin-off jobs in commercial and retail sectors of these four communities.
 - ◇ In 2006, Domtar and Weyerhaeuser merged their fine paper business resulting in the closure of the Prince Albert pulp and paper plant and the loss of about 700 direct jobs. Domtar is studying the feasibility of re-opening the pulp operation although the facilities remain closed. In 2008, Domtar will dismantle the paper mill equipment and ship it for storage in the United States. If the facilities remain closed for 2 years, the province can re-allocate the wood supply to other companies.
- Meadow Lake in the northwest is now the main forestry area in the province.
 - ◇ Meadow Lake Mechanical Pulp, after operating under bankruptcy protection for a couple of years, was purchased by SinarMas Group, an Indonesia conglomerate in early 2007 and remains in operation.
 - ◇ In October, Meadow Lake OSB (oriented strand board) mill curtailed a shift and indefinitely laid-off 21 employees. The return to full scale production will be influenced by improved housing construction, a lower Canadian dollar, and freight cost relief – none of which analysts see imminent in 2008. Meadow Lake OSB also reports that the cost of fiber for feedstock continues to be an issue.
 - ◇ NorSask Forest Products sawmill in Meadow Lake is the largest remaining sawmill in operation. It laid-off one shift, about 40 employees, in October for an indefinite time in order to remain sustainable.
 - ◇ Loggers and truckers with NorSask Forest Products' Mistik Management (owned by Meadow Lake Tribal Council) supply fiber to both the pulp mill and NorSask sawmill. Stability of the pulp mill makes logging more profitable by allowing loggers to cut both the hardwood and softwood at the same time.

Employment Prospects and Issues

- Employment and training opportunities will be slim during 2008 until spring 2009 when lumber and panel mills could re-open to meet the anticipated upswing in the U.S.A. housing market – the U.S.A. is Saskatchewan's main market for lumber, OSB, and plywood.
- Employment in forest protection will offer the most jobs in forestry this year. Each year, there are about 1,000 seasonal jobs for **forest protection workers**, employed either full-time with Saskatchewan Environment or employed as needed from community-based programs. In order to replace an aging workforce of forest protection workers and upgrade existing workers' skills, two training agreements were first implemented in 2002 and were renewed for a three-year term in 2007. Under the provincial agreement, the Northern Forest Protection Worker and Training Program delivers training to about 100 workers in northern municipalities each year in a partnership of Saskatchewan Ministry of Environment, Ministry of Advanced Education, Employment and Labour, Northlands College, and New North. The Prince Albert Grand Council (PAGC) delivers training to about 138 people under a similar program for First Nations communities. In order for fire fighters to work on fires outside of the province, they must have at least Type 2 certification. Type 2 crew leaders and members require a minimum of Grade 10 (with a goal of achieving Grade 12), Occupational Health and Safety, Standard First Aide, and WHMIS. As of January 2007, Forest Fire Protection Workers also require a Canadian passport to work on fires in the United States. PAGC began training new hires in April. Many of the skills – map reading, safety, chainsaw operation – are transferable to other sectors and PAGC has delivered the training for crews working for mineral exploration companies.
- The **Forestry Training Subcommittee** identifies the sector's training needs and training is undertaken under the **Forestry Training Plan**. Since 2000, Saskatchewan Advanced Education, Employment and Labour has provided cash funding for forestry sector training with industry partners contributing cash and in-kind contributions. About 800 students and employees have been trained, although, training has been minimal the last 2 years because of the slow down in the industry. Northlands College and SIAST continue to offer forestry programs as part of their regular programming, based on industry demand.

Hot Jobs

- The skills that are in demand in the forestry sector are also in demand in a number of other resource sectors such as mining and oil and gas. A person with the following skills would be able to get a job in mining or oil and gas until the forestry sector rebounds.

Transferable Skills in Forestry

Forest Fire Fighter level 2

Truck driver 1A

Heavy Equipment Operator

Process Operator

WHMIS, Occupational Health and Safety, First Aid

Heavy Duty Mechanic

Instrumentation Engineering

Technologist

5.4 Construction and Trades Sector

The Big Picture – Construction boom continues

- Right across Canada, the demand for construction workers has been growing steadily for the past decade, with employment increasing by 23% from 2002 to 2005. Employment in construction reached 1.6 million workers in 2007.
- Construction across Canada is expected to continue to be a big employer to 2010, with jobs increasing by another 16%. Job growth is expected to level off from 2011 to 2015. (The Construction Sector Council)
- There is a high demand for skilled workers in almost all construction trades, as well as a great deal of potential for career growth, opportunities for mobility, and self employment within the construction industry.
- Construction jobs pay well. Construction employees' average weekly earnings in Saskatchewan were \$960 in late 2007, second only to the mining industry. Wages are even higher on average than wages of university-trained employees in education and health care jobs. (Saskatchewan Employment Earnings and Hours, *Monthly Statistical Review*, Ministry of Finance, Saskatchewan Bureau of Statistics, January 2008.)

The Local Scene - Industrial and residential construction

- The construction industry in Saskatchewan employed 22,643 in 2007. The average construction company is quite small with 95% of companies having less than 10 employees.
- In northern Saskatchewan, some of the larger infrastructure projects include the following.
 - ◊ Work has started on upgrading existing roads and preparing for new roads in northern Saskatchewan under the Province's Ministry of Transport Northern Road Strategy. As well as improving northern Saskatchewan roads, the \$65.5M, 5-year

Strategy will focus on employment benefits for northern residents, skill training, and procurement of goods and services from northern businesses.

- Construction of the Wollaston road is proceeding with completion scheduled for 2012. Points Athabasca Contracting won brush clearing contracts for 35 km in early 2008 and other construction and gravel contracts will be awarded during 2008.
 - Methy Construction of La Loche is upgrading the Garson Lake road with much of the road work being done by local people training as **heavy equipment operators**. Work started last August and will be completed in autumn 2008. The Alberta government has not yet started on its portion to complete the link to Fort McMurray.
 - Asiniy Partnership (a First Nations partnership of Kiskeya Management and Lonesome Prairie - the owners of Winn Bay Sand) won a contract worth about \$20M to crush road aggregate annually for up to 4 years. They began north of La Ronge last fall crushing aggregate for some of the road projects. They will bid on additional contracts under the Strategy, moving the mobile gravel crushing facility as needed. The operation employs from 10 to 20 workers.
 - Community access roads to Cumberland House, Patuanak, Pelican Narrows and Ile a la Crosse will be improved during 2008 and 2009.
 - Sections of three main highways will be resurfaced from 2008 to 2010.
 - Two projects are awaiting federal participation in order to proceed: upgrading the Athabasca seasonal road to all-weather status and a 2-3 year project to construction an 80 km access road from Stony Rapids to the south shore of Fond du Lac river across from the community.
- ◇ Clean up of 37 abandoned uranium mines in the Uranium City area is being led by the Saskatchewan Research Council. Work will be subcontracted to contractors to remove contaminated material and earth and fill in old tunnels. The majority of the work will be done over the next 8 years in the summer months. Some work has been done to date by a Uranium City company and NRT **hauling** contaminated dock material away from Bushell.
 - ◇ Construction of a \$20M, 147 Km natural gas pipeline to La Ronge was delayed a year but will begin in the spring of 2008. SaskEnergy is securing materials and construction and supplier contractors to begin construction on the metal-welded transmission line and the plastic distribution lines in the communities. The service needs for the project include trucking, catering and camp services, **skilled welders and pipe fitters, general labourers, brush clearing, equipment operators**, accommodation, and retail services.
 - ◇ The province announced funding for renovations and construction at Churchill High School in La Ronge. Planning work will continue through 2008 with construction anticipated to start in 2009.
- Mine construction, expansions and upgrading are creating construction jobs for the next several years.
- ◇ At Cigar Lake, construction continues on surface facilities including a camp

expansion and slurry facilities while the underground mine is being dewatered in the first half of 2008. When mining recommences, Points Athabasca Contracting will supply Cigar Lake mine with pre-cast cement segments used for lining underground mine drifts. The contract is estimated to be worth about \$40M over 15 years and will employ 15 workers seasonally in the manufacture of the cement segments.

- ◇ Prior to milling some of Cigar's ore in about 2013, a dedicated haul road between Cigar Lake and Rabbit Lake would be constructed over 2 years at a cost of \$16M. About 75 skilled and semi-skilled road construction workers would be needed. Changes to the Rabbit mill prior to production will create about 50 construction jobs during 2 years – two-thirds will be skilled trades positions and one-third apprentices/labourers. Because the mines and their contractors recruit with a northern preference, there will be opportunities for northern residents as **carpenters, welders, electricians, plumbers, construction labourers, and heavy equipment operators.**
 - ◇ At McClean Lake, Points Athabasca Construction is building 140 new rooms on to the permanent camp which will be completed by autumn 2008. Pending approvals to proceed with Midwest open pit mine, construction could begin in mid-2009 on a haul road, water treatment plant and other facilities.
 - ◇ At Key Lake, Cameco is revitalizing its facilities and has contracted with Pinehouse Business North to undertake smaller contracts to repair facilities. The company has about 25 people hired.
 - ◇ Shea Creek uranium deposit in the northwest could be in the mine construction phase in 2010 to 2013, if AREVA decides to proceed and regulatory approvals are in place.
 - ◇ Cameco could begin construction in 2011 at its Millennium deposit near Key Lake if the company decides to proceed and regulatory approvals are in place. A road would be constructed in 2011, construction of the shaft would begin in 2012 and underground developments in 2014 through to about 2016. Construction is expected to generate 360 jobs.
 - ◇ Two smaller mines, Goldfields and Hoidas Lake near Uranium City, could be under construction in 2009 if the companies decide to proceed with the projects and they obtain their regulatory approvals.
- **Residential housing construction**, maintenance, rejuvenation, and repair work offers the most potential for steady construction employment in the building trades in many northern communities. The northern region has a growing population and will require a growing number of skilled trades people and helpers at the community level to build, maintain, and repair housing and local infrastructure. Each year, many privately-owned houses as well as social housing units owned by First Nations and provincial government are constructed, maintained, and repaired. Saskatchewan Housing Corporation provides about 1,400 rental units across northern Saskatchewan. The day-to-day management of these housing units is undertaken by local and regional Housing Authorities. About \$6M in construction work is contracted to local and provincial contractors annually to maintain the northern social housing stock. Approximately 70% of this work is done by northern contractors. In addition, it is projected that \$7M will be spent over the next three years to support the construction of new housing in the north.

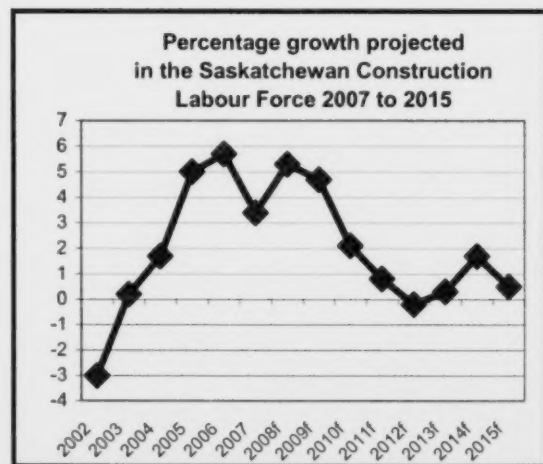
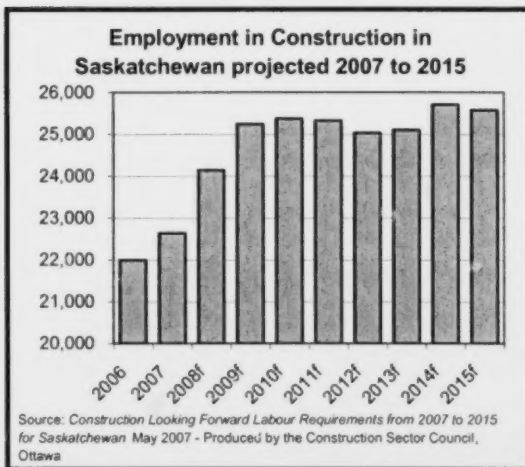
- Construction at oilsands projects around Fort McMurray is expected to increase from 2007 to 2010, peaking in 2010 with construction expenditures anticipated to be even higher than the unparalleled expenditures of the past 6 year period. These projects employ hundreds of construction workers from across Canada. In January 2008, Suncor announced that it will proceed with a \$20.6 billion expansion of its Voyageur project. About \$9 billion will be spent to construct four stages of in-situ production around Fort McMurray and \$11.6 billion on an upgrader near Edmonton. At peak construction in 2009 to 2010, the expansion is expected to employ 7,800 people. When completed, the expansion is expected to create 800 permanent production jobs. Construction at the Long Lake project will be completed in 2008 and employment has wound down to about 1000 workers at the site. The company is expected to make a decision on a second phase of the project with construction proposed from 2008 to 2010. Horizon mine will also start production in 2008 although the company has expansion phases already under construction until about 2013. The Athabasca Oil Sands Project announced a 10-year expansion plan which will keep an annual average of nearly 3,000 construction workers busy building expansions at Muskeg River, and new mines at Jackpine and Pierre River as well as an upgrader expansion near Edmonton. They have about \$12.8 billion in construction currently underway. Workers, once hired, generally have accommodation provided and long-term employment, moving on to a new construction site as one job is completed. For the construction phase, **carpenters, plumbers, millwrights, electricians, equipment operators, and skilled labourers** are in demand. **Labourers** are needed mostly at the beginning stages of construction and employers prefer to hire labourers with experience in industrial construction (concrete work, rebar, excavation and general carpentry), who have a good work ethic, and can work in all weather conditions. Starting as a labourer is often the starting point to move into trades apprenticeship positions.
- Residential construction contractors in Fort McMurray will continue to need workers for housing construction to meet the needs of the ever increasing number of people moving to the area for oilsands work. Construction contractors need skilled trades people but also labourers.

Employment Prospects and Issues – a shortage of skilled workers

- Manpower is in short supply in Saskatchewan in almost all trades so construction projects take longer and cost more because of overtime and delays. Two associations represent contractors in the province.
 - ◇ The Saskatchewan Construction Association, representing non-residential projects, sees the labour shortage as the biggest issue for its contractors. The Association notes that **electricians, carpenters, and bricklayers** are difficult to find now and they see this as a problem that will continue into the future.
 - ◇ Canadian Home Builders' Association – Saskatchewan, representing home building companies in the province, surveyed residential construction contractors in Saskatchewan last year who identified their major issues are a shortage of

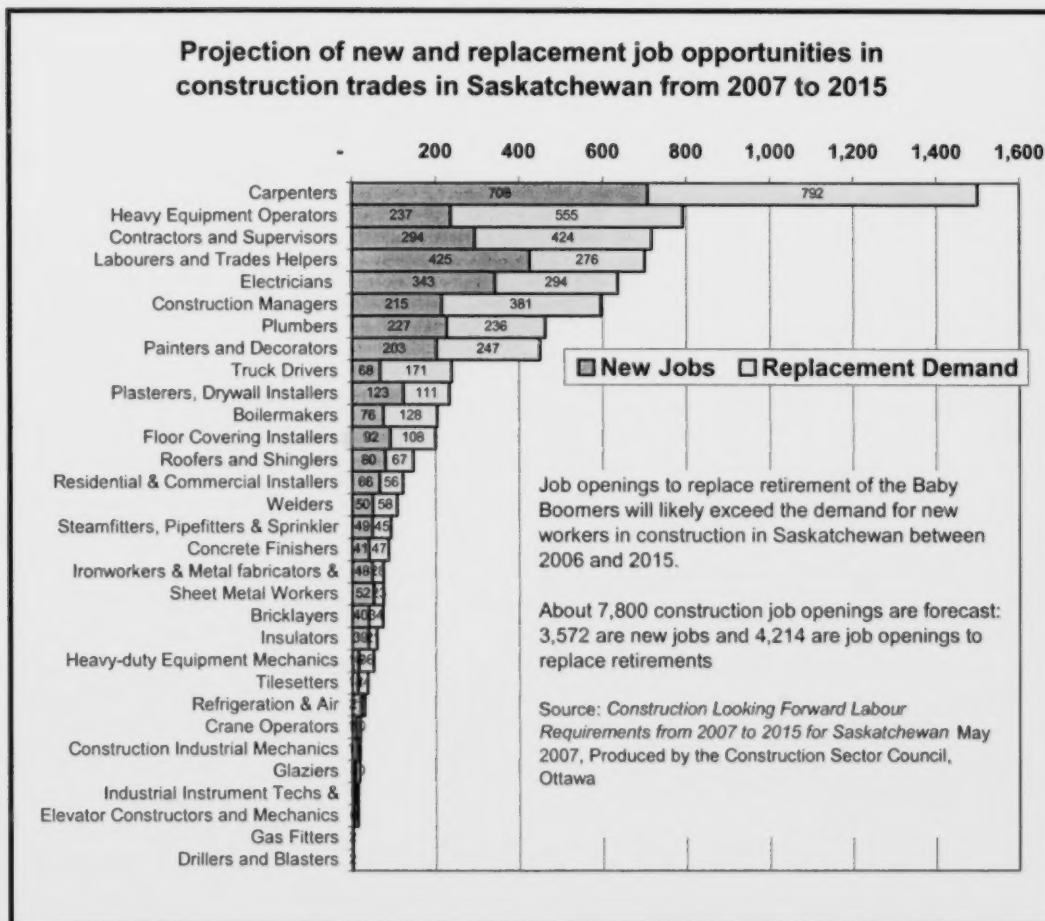
skilled workers (particularly in the **carpentry trades**); low wages; young people not entering the trades; and poor image of the industry.

- The construction labour shortage is caused by a number of factors: a building boom in the province related to the good economic conditions; skilled trades workers leaving for Alberta to work on oil sands mega projects and associated housing construction; and a construction workforce that is seeing more retirements than young people entering the trades.
- Employment in Saskatchewan's construction industry grew by 7% from 2002 to 2005 and is projected to grow by an amazing 23% from 2006 to 2010. The Construction Sector Council expects housing construction to start slowing down in 2009 but employment demand rebounds again from 2011 to 2015. Industrial construction employment is expected to slow from 2011 to 2015.
- That high growth rate equals 3,000 new jobs by 2009 as shown in the chart (Construction Sector Council in *Construction Looking Forward from 2007 to 2015 for Saskatchewan*).



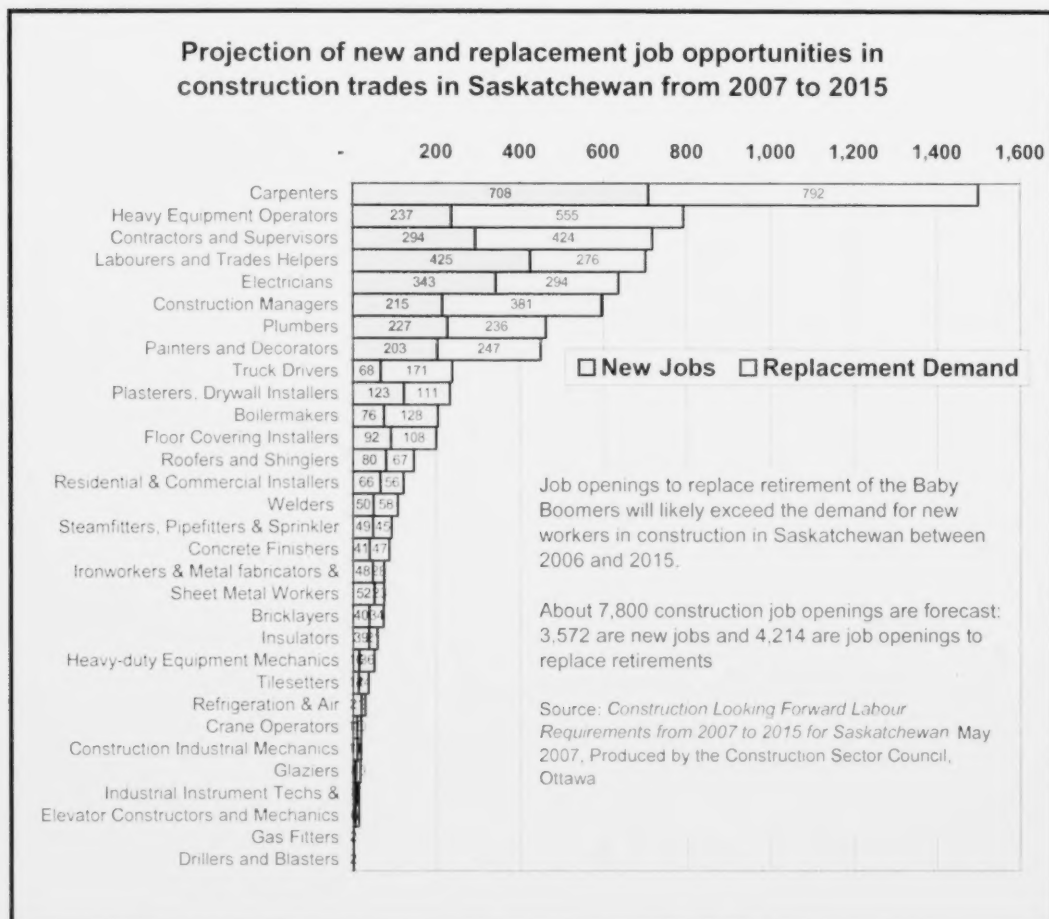
- Across the border, the Alberta oil sands mega projects employ construction workers from northern Saskatchewan and across Canada. Construction companies in Alberta will continue to have lots of job opportunities for those willing to commute – they will need 20,030 new construction workers and an additional 23,351 workers to replace retirees by 2015.
- The number of trades people retiring will increase by 2010 as baby boomers reach their late 50s and early 60s. In Saskatchewan, between 2006 and 2015, the *Construction Looking Forward* report projects that Saskatchewan will need to replace 4,215 retiring workers just to maintain the 2005 labour force levels and will need 3,572 new workers to meet the additional demand, making a total of 7,800 new workers needed.

- Some trades jobs in Saskatchewan will see higher levels of retirements (3% or more of the workforce) by 2015 because the average age is now over 40, such as: **boilermakers, construction managers and supervisors, heavy equipment mechanics, painters, tile setters, and truck drivers and heavy equipment operators.** (*Construction Looking Forward* report)
- The following chart shows the projected job openings by trade in Saskatchewan to 2015.



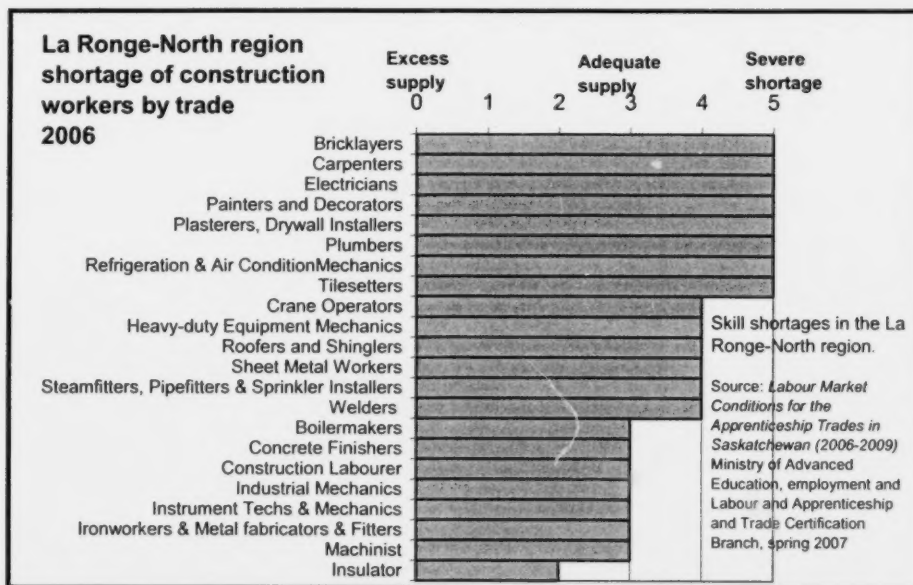
- The La Ronge-Northern region had 23 trades that were experiencing shortages in a survey of trade boards in late 2006. The *Labour Market Conditions for the Apprenticeship Trades in Saskatchewan (2006-2009)* report identified the major causes of tradesperson shortages as the lack of qualified workers from the region; lack of transportation for those who are qualified; and difficulties recruiting people to come to the region because of its remoteness. The most severe labour shortages in the La Ronge-North Region are in the trades of **bricklayers, carpenters,**

- Some trades jobs in Saskatchewan will see higher levels of retirements (3% or more of the workforce) by 2015 because the average age is now over 40, such as: **boilermakers, construction managers and supervisors, heavy equipment mechanics, painters, tile setters, and truck drivers and heavy equipment operators.** (*Construction Looking Forward* report)
- The following chart shows the projected job openings by trade in Saskatchewan to 2015.



- The La Ronge-Northern region had 23 trades that were experiencing shortages in a survey of trade boards in late 2006. The *Labour Market Conditions for the Apprenticeship Trades in Saskatchewan (2006-2009)* report identified the major causes of tradesperson shortages as the lack of qualified workers from the region; lack of transportation for those who are qualified; and difficulties recruiting people to come to the region because of its remoteness. The most severe labour shortages in the La Ronge-North Region are in the trades of **bricklayers, carpenters,**

electricians, painters, drywallers, plumbers, and refrigeration mechanics as shown in the following chart:



- The high demand for workers forecast for the next 7 years implies:
 - ◊ Employers will need to continually train and recruit new workers even during slow years or slow seasons in construction because it generally takes 3 or more years to produce a journey person.
 - ◊ The industry will need to attract workers from other industries or other regions, or recruit from non-traditional groups like Aboriginal people and women.

Training and Employment Partnerships and Initiatives

- **Construction Career Projects** in Regina, Prince Albert and Saskatoon are partnerships between the construction industry and Saskatchewan Indian Institute of Technologies to help unemployed and underemployed Aboriginal youth gain valuable experience and training in the construction trades as a first step in the apprenticeship program. For more information see <http://www.siiit.sk.ca/ConstructionCareerProjects.html>
- Saskatchewan Apprenticeship and Trade Certification Commission has formed Joint Training Committees to enable qualified individuals to more easily enter the construction trades as apprentices. The Joint Training Committee with Saskatchewan Indian Institute of Technologies delivers the Construction Career Projects. In northern Saskatchewan, the **Northern Apprenticeship Committee (NAC)** is a Joint Training Committee that provides apprentices with a stable indenturer in the seasonal environment of the construction sector. The NAC manager, based in La Ronge,

helps link apprentices to jobs, arrange trades training in conjunction with employment projects, and can provide financial and tutorial support to apprentices during classroom training. NAC has supported about 150 northern residents through to journeyman status since 1994. The Committee currently supports over 100 apprentices who are actively training with their employers. For information call 425-6617.

- Ministry of Education, in partnership with the Apprenticeship and Trade Certification Commission, offers **Saskatchewan Youth Apprenticeship Program** to high school students as a means of helping young people discover the rewards of working in the skilled trades, introducing them to the apprenticeship process, and making connections between high school programs and trades training. Students enrolled in the program sign a contract with their school which is registered with the Apprenticeship Commission. Students who complete all 3 levels of the program can get credited with trade time once they become an apprentice. The program is a component of the Practical and Applied Arts curriculum. Each school can make their own choice of curriculum components so that students are able to explore trades careers that are available right in their own communities. All high schools in the province – including the northern high schools - have the option to deliver this program.
- Northlands College purchased a **heavy equipment operator simulator**. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands will purchase a road grader package to offer grader training in 2008.
- Last year was the first year the **mobile training lab** was used to deliver trades training in communities in northern Saskatchewan. For 2008-9, the partnership - SIAST, Apprenticeship Commission, Northlands College and northern agencies – will deliver **electrical** in Sandy Bay and Cumberland House and **plumbing/pipfitting** in Pinehouse. SIAST purchased two additional labs, making 3 mobile training labs for the province. Each lab has about 1,100 square feet of training space and is equipped with diesel generators for heat, light, and welding equipment. Two supply trailers attached to the training lab house tools and equipment for a variety of trades programs.
- The provincial government implemented a **new tuition rebate** for recent graduates to encourage more young people to build their futures here. The Graduate Retention Program is a refundable income tax credit to rebate up to \$20,000 of tuition fees paid by eligible graduates. To fully qualify for tuition rebate entitlements, post-secondary graduates must remain in Saskatchewan for seven years after graduation. See **<http://www.aeel.gov.sk.ca/grp>**
- The federal government implemented some **tax and grant incentives** in 2006 to make apprenticeships more affordable. See **www.servicecanada.gc.ca/en/goc/apprenticeship.shtml** for details.

- ◇ The Apprenticeship Job Creation Tax Credit gives employers tax credits on their income tax of up to \$2000 a year for the first 2 years that they employ and train apprentices after May 2006.
- ◇ Registered apprentices can apply for \$1,000 in cash from the Apprenticeship Incentive Grant if they have completed in-school technical and on-the-job training for the first or second year (level) of their apprenticeship program on or after January 1, 2007.
- ◇ Employed tradespersons can claim up to \$500 on their income tax form to help cover the cost of new tools necessary to their trade. To be eligible, the tools must cost over \$1,000, be bought after May 1, 2006, and be purchased by an employed tradesperson.

Hot Jobs

- Check www.careersinconstruction.ca for information on the amazing range of careers in Canada's construction industry. The website helps you choose the career path that's right for you and links you to job profiles and training agencies. The website was developed by the Construction Sector Council (CSC), a national organization committed to promoting and improving construction careers in Canada.
- The Construction Sector Council's report *Construction Looking Forward Labour Requirements from 2007 to 2015 for Saskatchewan* lists these hot jobs.

Projected new and replacement job opportunities in Trades for Saskatchewan by trade 2007 to 2015			
Trade	Projected New Jobs	Replacement Demand	Total Projected job opportunities
Carpenters	708	792	1,500
Heavy Equipment Operators	237	555	792
Contractors and Supervisors	294	424	718
Labourers and Trades Helpers	425	276	701
Electricians	343	294	637
Construction Managers	215	381	596
Plumbers	227	236	463
Painters and Decorators	203	247	450
Truck Drivers	68	171	239
Plasterers, Drywall Installers	123	111	234
Boilermakers	76	128	204
Floor Covering Installers	92	108	200
Roofers and Shinglers	80	67	147

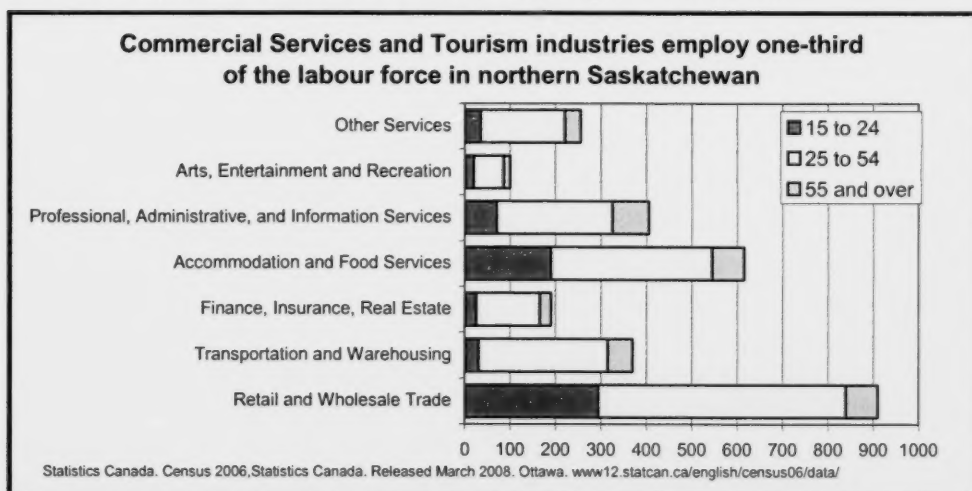
Projected new and replacement job opportunities in Trades for Saskatchewan by trade 2007 to 2015			
Trade	Projected New Jobs	Replacement Demand	Total Projected job opportunities
Residential & Commercial Installers	66	56	122
Welders	50	58	108
Steamfitters, Pipefitters & Sprinkler Installers	49	45	94
Concrete Finishers	41	47	88
Ironworkers & Metal fabricators & Fitters	48	28	76
Sheet Metal Workers	52	23	75
Bricklayers	40	34	74
Insulators	39	21	60
Heavy-duty Equipment Mechanics	16	36	52
Tilesetters	14	24	38
Refrigeration & Air Condition Mechanics	21	9	30
Crane Operators	10	10	20
Construction Industrial Mechanics	11	8	19
Glaziers	8	10	18
Industrial Instrument Techs & Mechanics	8	7	15
Elevator Constructors and Mechanics	6	8	14
Gas Fitters	2		2
Drillers and Blasters	2		2
Total for all trades	3574	4214	7788

Source: *Construction Looking Forward Labour Requirements from 2007 to 2015 for Saskatchewan* and website information from Construction Sector Council

5.5 Commercial Services Sector

The big picture - One-third of the workforce employed in personal and business services

- Commercial services include business services, freight transportation, and tourism.
- Tourism is the world's fastest growing sector and that growth means it needs more and more workers at all skill levels. Jobs range from food and beverage services, accommodations, traveller transportation, and recreation and entertainment. These are a key part of local economies as well as the national economy – 1 in 10 workers are employed in tourism in Canada. Tourism occupations have always been a main entry point for young people into the world of work. As a result, the tourism workforce is younger than other industries with 33% of its workers under age 25. Within tourism occupations, food and beverage services and recreation services have the youngest workers of all with 70% of workers under age 35. In accommodation and food and beverage services, about 60% of workers are female. In the tourist transportation segment, about 72% of workers are male.
- Trucking companies across Canada and North America are looking for truck drivers. Forty percent of trucking companies surveyed reported that they had delayed expansion plans and have trucks sitting idle because they cannot recruit and retain enough truck drivers.
- **The Local Scene - Employment growth is tied to economic cycles in resource sectors and tourism**
- Almost one-third of the labour force in northern Saskatchewan – about 3,000 people - works in the commercial services sector, according to Census 2006.



- Half of the labour force in this sector is employed in accommodation, food services

and retail. A high proportion of these workers are young.

- Northern Saskatchewan is a tourist destination for many people. The La Ronge area alone had over 1,100 people register at the tourism office in 2007. Twenty-five percent of these tourists were from other provinces and 10% were from outside of Canada.
- About 300 of Saskatchewan's 370 licensed outfitting operations are located in the northern region. Sports fishing lodges are generally owner-operated small businesses that operate seasonally and each provides employment for two or more local people as **guides, dock hands, small motor mechanics, and cooks.**
 - ◊ About 1,000 angling guides work in the northern region of Saskatchewan (90% of the total 1,052 guides including the 370 owner-guides). Most of the guides were of First Nations heritage in 2006. The Saskatchewan Outfitters Association's *Small Commercial Vessel Operator Program Planning & Delivery* report found that:
 - Guides who worked full-time averaged 71 days of work for the year and earned \$10,400.
 - Total annual income from guiding was \$5.5M.
 - 86% of guides were trained on the job and only 23% had Guide Certification
 - 40% of guides spoke Cree and 5% were predominantly Dene speakers. English was the predominant language for 55% of guides
 - ◊ The Saskatchewan Outfitters Association report that they have seen a 20% decline, about 3,000 fewer customers, in the last few years. Some of the challenges for this sector include competition with new outfitters in central and South America, the new passport requirement for American clients, the high Canadian dollar making vacations in Canada less attractive to Americans, late spring thaws that reduce the fishing season, as well as new federal requirements for small commercial boat operators –including guides - to have safety training certification.
- The mineral sector creates spin-off service business opportunities in **catering, janitorial, trucking, security, air charter, and groceries and retail supplies.** Groceries and hardware stores have seen an increase in their sales because of all the exploration camps. Operating mines continue to help develop and expand northern businesses through their Surface Leases with the provincial government. Under the Leases, each mine site in the northern region has made a commitment to increase the economic benefits and opportunities to businesses in northern Saskatchewan by means of invitational bidding from preferred northern businesses and breaking tenders up into smaller units to enable smaller companies to win the contracts. Athabasca Catering, Clearwater Catering, Athabasca Basin Development Corp., and Sakitawak Development Corporation have Aboriginal ownership and employ about 380 workers (about 300 from the north). These and other northern companies earned \$223M from the mines in 2006 for the goods and services they provided. Service job

opportunities include **cooks, kitchen workers, house-keepers, janitors, and security guards.**

- With the expansion of existing mines in the north and the current construction of Cigar Lake mine, Northern Resource Trucking (NRT) has contracts in place with Cameco and with AREVA to provide their **freighting** services. NRT has added specialized equipment to haul heavy loads, and has started a driver training school. NRT, owned 71% by northern First Nations and Metis communities, employs over 140 people. When Cigar Lake mine is in production, NRT drivers will switch from hauling construction material to hauling bulk products – there will be secure work for several decades hauling supplies in and product out. In 2006, NRT launched a new driver training facility in La Ronge to address the need for **basic driver's licenses**, a long time barrier to northern residents accessing driving occupations. NRT and Northlands College work in partnership to provide **truck and heavy equipment driver** training – some on a mobile simulator- and basic driver education.
- Oil exploration in northwest Saskatchewan is creating **trucking** opportunities for local businesses. Methy Construction of La Loche is planning to develop their trucking capability to meet the needs of an oil sands pilot production project planned for 2009. The project will require oil to be trucked from north of La Loche to a refinery every day.
- Montreal Lake Cree Nation purchased a majority interest in Prince Albert Northern Bus Lines and its fleet of 13 buses.
- There are many truck driving jobs just across the border around Fort McMurray, although many employers are having difficulty hiring drivers. Insurance requirements and training costs make it challenging for young people to get into the industry. Employers, too, have challenges recruiting capable drivers – some drivers are unable to pass the drug tests, job-hop, are not physically fit, or do not have the experience (according to *Labour Market News Fort McMurray, Wood Buffalo*, December 2007 issue).

Employment Prospects and Issues – a growing service sector

- The provincial forecast for the next 5 years sees the largest number of employment opportunities in this sector. Most of the job openings will be new jobs - not due to employee retirement because this sector tends to have a younger workforce. In northern Saskatchewan, the growing population will demand a growing number and variety of services. Many of the projected new jobs are in higher-skill occupations such as **sales supervisors, accountants, police, and cooks.**
- Employment in tourism is projected to increase across Canada by 290,000 jobs by 2015 – a growth rate of 1.8% each year and almost double the growth rate of overall employment. Saskatchewan's portion of the new jobs is expected to be about 9,000 more jobs in tourism. Most of the new jobs are expected to be in **food and beverage services and recreation and entertainment.** However, tourism operators in the

province face challenges in recruiting enough workers.

- ◇ Retiring baby boomers and fewer youth entering the labour force will mean that tourist sector operations will need to attract workers away from businesses in other sectors.
- ◇ The Saskatchewan Outfitters Association's *Small Commercial Vessel Operator Program Planning & Delivery* report (June 2006) expects the **guide** labour force to be stable; however, about 10% are estimated to retire/leave the industry each year which would require 100 new recruits annually. The report recommends that the small vessel operator training program be delivered on-site at the fishing lodges, oral exams should be an option to accommodate Cree and Dene speakers, that the 1,052 guides be trained in the next 2 years to meet the Ministry of Transport deadline for certification.
- There is anecdotal evidence that small business owners are increasingly having difficulty in finding and retaining good workers **at all skill levels from entry level to management in retail sales, customer service, and food and beverage services**. Young people newly entering the workforce tend to seek employment in entry-level service occupations. However, many applicants do not have the Essential Skills or past experiences that prepare them for employment. (See section on Essential Skills).
- A national study on the truck driver shortage in Canada was published by the Canadian Trucking Human Resources Council (CTHRC) in August 2007. The *Canada's Driving Force Phase 2* study found that 60% of employers viewed **truck driver shortages** as a top concern, up from 50% in 2002.
 - ◇ Unfilled driver jobs increased from 9.6% to 12.3% from 2002 to 2006 with the prairie provinces having the highest rate of unfilled jobs at 15%.
 - ◇ The annual turnover rate is 22% but the rate of hiring is only 17.5% - so the shortage of drivers is expected to continue and even become more pronounced in the coming years. Retirements account for only a small proportion of turnover, although the retirement rate has increased from 1.0% to 3.2%.
 - ◇ The key factors for the driver shortage are the working conditions (long hours, working away from home), poor wages and benefits, and the lack of interest in the job by youth. Very few drivers enter the trucking industry directly from high school - the survey found that only 6% of those surveyed were under age 25 and 60% of all new entrant drivers were age 35 and older.
 - ◇ Employers are more likely to hire older workers with a substantial amount of experience as a Class 1/A driver rather than someone new to the trucking industry.
 - ◇ There is a large pool of trained truck drivers but only half of them are working in the industry - most have changed jobs and have no plans to work as commercial drivers in the near future. Recruitment and training, therefore, needs to be improved. Employers need to offer better working conditions, pay and benefits, and more intensive types of training such as mentoring or internships of new drivers. As well, training programs may need to reflect the different needs of different groups: older drivers are shown to need more

training in the knowledge-based/written test area whereas younger drivers need more training in the area of driving skills. Females are often less successful in the driver tests than males despite more hours in training suggesting new training approaches are needed for females. Females, too, more often report financial barriers to training.

Training and Employment Partnerships and Initiatives

- During 2008, up to 160 northern residents will be trained and certified by **Saskatchewan Tourism Education Council (STEC)** for jobs in the tourism industry. The program, funded by federal and provincial governments, First Nations and industry under the Northern Development Agreement, will be delivered by STEC, an industry-driven organization that works with tourism operators to identify their skill needs, and coordinates and certifies training. The *Ready to Work: Tourism Careers* program will be delivered in 8 northern communities in Entry Level Cook, Food and Beverage Server, Housekeeping Room Attendant, Guiding, and Front Desk Clerk according to the employers' needs. The program has 8 weeks of classroom training, 4 weeks of practical training, followed by mentoring on the job for 20 weeks intended to help retain the employee in the industry. Employers make a commitment to employ the trainees for 6 months. Certification is recognized Canada-wide.

Hot Jobs

- See STEC website for information on careers in tourism at <http://www.stec.com>.
- See the Canadian Tourism Human Resource Council (CTHRC) website <http://www.discovertourism.ca/> for information on career opportunities and recruiting tips for employers. The CTHRC has resources on national occupational standards as well as on-line and paper-based training tools at <http://www.cthrc.ca/>
- The *Careers in trucking* website is provided by the Canadian Trucking Human Resources Council which works to assist the Canadian trucking industry to recruit, train and retain the human resources needed to meet current and long-term requirements. <http://www.cthrc.com>

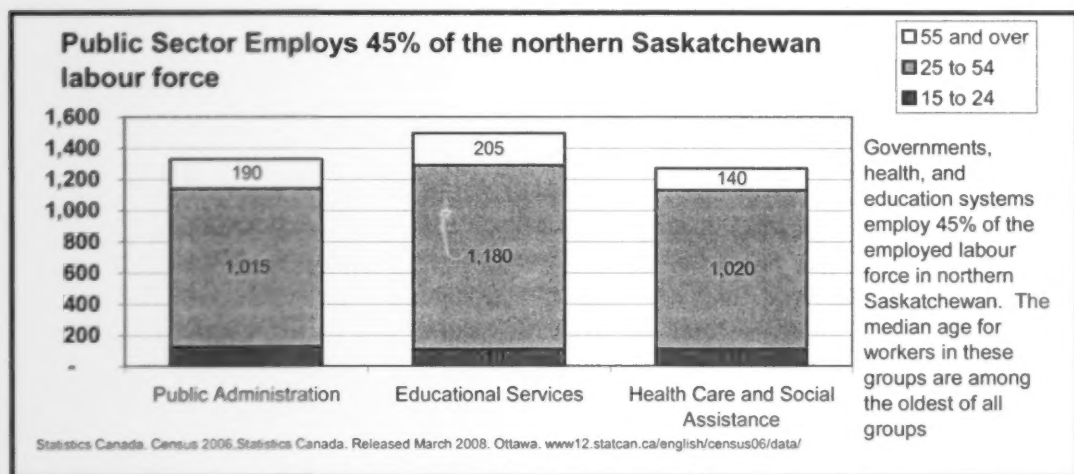
Hot Jobs in Commercial Services

Supervisors and managers	Cooks
Retail sales	Kitchen workers
Hotel workers	Camp attendants
Truck Drivers	Guides
Pilots	Food and beverage servers
Accountant, book-keeper	Clerks

5.6 Public and Non-Commercial Services Sector

This sector employs almost half of the workforce

- This sector employs the largest number of people of all the sectors, employing almost half of the northern labour force.
- About 4,100 people are employed in non-commercial service occupations in provincial, federal, First Nations, and municipal government administration, and in government-funded education and health authorities. Some occupations include teacher, nurse, laboratory technician, social worker, police officer, conservation officer, town administrator, and water/waste water operator.



- The median ages for public sector employees are among the oldest of all groups. Workers in the education occupation group have a median age of 43 and workers in health and government have a median age of 41.
- The vast majority of workers with public pension plans retire earlier than their counterparts in the private sector. These occupations are expected to face high attrition rates as workers retire – almost all the 10,900 job openings projected for Saskatchewan for these sectors from 2006 to 2011 will be due to retirements with only 1500 of the jobs projected to be new.

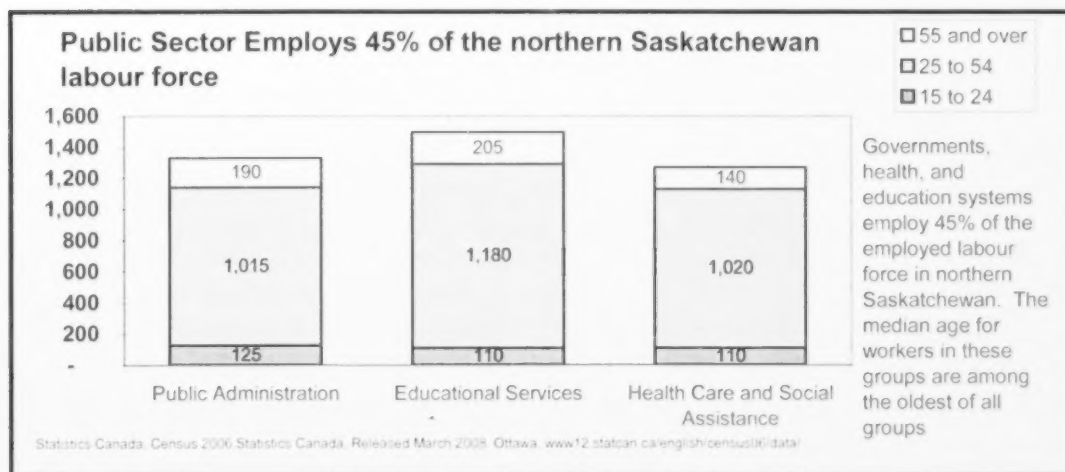
The Big Picture - Health care providers in demand

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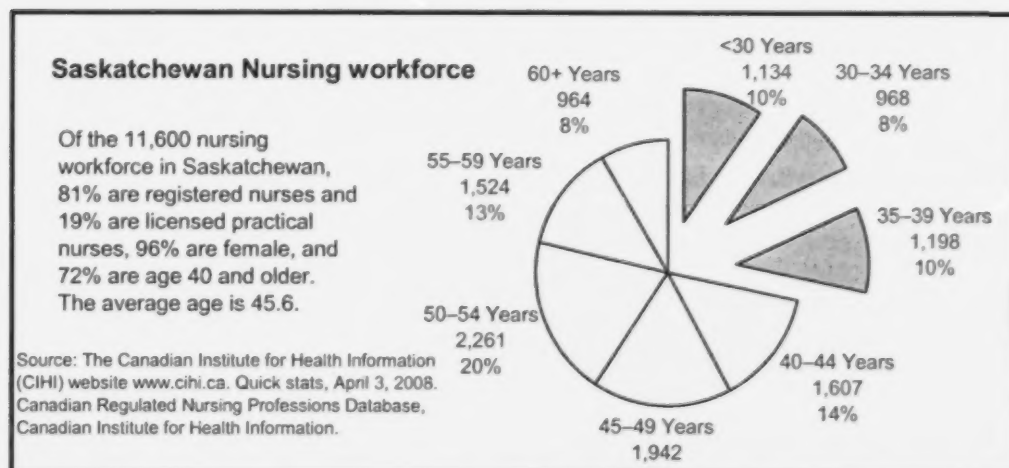
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The Big Picture - Health care providers in demand

- Health occupations consistently have the lowest unemployment rate among all occupations in Canada, an indication of the steady demand for health care

professionals. The Canadian Institute for Health Information notes these Canadian statistics:

- ◇ In 2006, the unemployment rate for health occupations in Canada was 1.2% compared the national unemployment rate of 6.3%.
 - ◇ Of all occupations, health occupations have the highest proportion of females in the workforce, averaging around 80% over the last 20 years. The highest proportion of women are in the occupations of nursing, dental assistants/therapists, dieticians, and speech-language pathologists. The predominately male occupations include the physician groups, optometrists, dentists, and ambulance attendants.
 - ◇ Over the last 20 years, health care workers have had a higher average number of lost work days compared to the rest of the working population. In 2006, on average, the typical Canadian health care worker who was aged 25 to 54 missed almost 12 days of work due to his or her own illness or injury.
 - ◇ About 43% of the total health care workforce is made up of nurses and licensed practical nurses.
 - ◇ Half of the nurses in 2006 had graduated from their initial registered nursing program more than 20 years ago. In Saskatchewan 56% graduated from their initial program more than 20 years ago and 29% graduated more than 30 years ago.
 - ◇ The nursing workforce across Canada is experiencing a dramatic shift in the age of its nursing workforce. Between 2003 and 2006, the proportion of Registered Nurses (RNs) in three of the oldest age groups increased and the average age increased by 0.5 years from 44.5 years to 45.0 years. The average age of nurse managers was 49.5 years in 2006.
- The health sector workforce in Saskatchewan has 11,600 in the nursing workforce with 81% Registered Nurses (RNs) and 19% Licensed Practical Nurses (LPNs). The average age of Saskatchewan's nursing workforce is 45.6 – older than the Canadian average - and fully 72% of the nursing workforce is over age 40. About half of the nursing workforce work in hospitals and half work in nursing homes and community agencies.



The Local Scene – lots of job opportunities in health sector

- Total employment in health care systems in northern Saskatchewan is estimated at almost 2,000 people, at three northern provincial health authorities – Mamawetan Churchill River, Keewatin Yatthé, and Athabasca – and in 12 northern First Nations in positions ranging from **doctor, nurse, practical nurse, dental technician, addictions worker, community health educator, kitchen workers, janitorial staff, and maintenance**. In March 2007, Keewatin Yatthé had 74.6% of employees self-identified as Aboriginal.
- The Mamawetan Churchill River Regional Health Authority and Keewatin Yatthé Regional Health Authority have health facilities accredited by the Canadian Council of Health Services Organizations. The accreditation enables northern students training in health careers to do some of their practicums at a northern location closer to their homes.

Employment Prospects and Issues in the health sector

- Saskatchewan has a shortage of **physicians and specialists**. The current shortage will be worsened by the pending retirements of many baby boomer doctors over the next decade and the unwillingness of many new generation young doctors to work the long hours of their predecessors. Attracting physicians to northern and rural Saskatchewan towns is a particularly hard sell. Currently, more than 56% of the physicians practicing in Saskatchewan are International Medical Graduates who have come to this province from other countries (the Saskatchewan Medical Association's website).
- Dental professionals have identified the current challenges of recruiting **dental assistants** and forecast a shortage of qualified assistants in the future.
- The province and health agencies have undertaken a variety of measures to address the shortage of **nurses** and these measures appear to be working - the Saskatchewan Registered Nurses Association confirmed in March that the number of RNs increased by 2% last year. Without these extra measures, the shortage of nurses province-wide will continue and even become more extreme. The number of new nurses graduating from Saskatchewan programs is not enough to offset the number of retiring nurses let alone fill the existing vacant positions.
 - ◊ Ten percent of nursing positions are missing nurses – almost 1,000 workers - and 674 nurses are eligible to retire this year, according to a news release by the Saskatchewan Union of Nurses in February. Their survey of nurses in November showed that 2,600 nurses had intentions to retire, resign, or take casual work in the next 3 years.
 - ◊ Yet, the Nursing Education Program (NEPS) graduated just 283 nurses in Saskatchewan in 2006-2007 from its regular, Second Degree Entry Option, and Post-registered nurse programs.
 - ◊ Meanwhile, less than 500 new applicants are able to enroll in nurse training each year - the number of seats in nursing training programs is 382 plus 60 seats for students who already have a degree, according to the NEPS university website.

- Another major issue for Saskatchewan is retention of its nurses after they graduate. Saskatchewan is second only to Newfoundland in the high proportion of its RN grads who are working in other provinces. Of graduates from Saskatchewan nursing programs (who were employed in Canada in 2006), 68% remained in the province and 32% were working in other provinces. Almost one-fifth (16.8%) of those who left were employed in Alberta, with an additional 9% employed in British Columbia and 2.7% employed in Ontario. (Canadian Institute for Health Information, Workforce Trends of Registered Nurses in Canada, 2006)
- The **nursing shortage** is a reality in northern Saskatchewan as well. Mamawetan Churchill River Regional Health Authority reports that the high overtime hours for nurses are mainly due to the registered nurse vacancies that exist in acute care at the La Ronge Health Centre.
- In spring 2008, Keewatin Yatthé Regional Health Authority was advertising to fill 26 positions of which almost half were **nursing positions**. Other job openings included **addictions counsellors, dieticians, lab/X-ray technicians, and clerical positions**. Mamawetan Churchill River Regional Health Authority had 11 positions advertised including **nurses, social workers, nutritionist, and clerical positions**. Athabasca Health Authority competes for workers with the mining sector in the region. They see the need for local training to help fill positions as **doctors, nurses, continuing care aides, lab and X-ray technicians, office support, accountants, and emergency medical technicians**.

Training and Employment Partnerships and Initiatives

- Human resource planning and management has been, and continues to be, a priority area for health care systems across Canada. Over the last several years, the Saskatchewan government and health agencies have implemented new strategies that focus on demographics, education and employment, recruitment and retention incentives, and changing health care roles.
- ◊ Saskatchewan Health offers the **Northern/Rural/Hard to Recruit Grant Program** to provide recruitment funding to health employees who agree to provide a specified return in service commitment to work in these locations or in hard to recruit positions. Health employees from inside of Saskatchewan (lived and trained/worked inside of the province for a minimum of one year) are eligible to apply for both the Work Grant and the Work and Reside Grant. The Northern Work Grant is \$7,000 for one year and \$15,000 for a two year commitment and the Northern Work and Reside Grant is \$5,000 for one year and \$10,000 for a two year commitment. See **www.healthcareersinsask.ca**.
- ◊ Physicians are also encouraged to work in the northern health authorities of Mamawetan Churchill River and Keewatin Yatthé under Saskatchewan Health's Northern Recruit Grant Program. The **Grant for Physicians** provides recruitment funding to physicians who agree to provide a specified return in service commitment. The program was designed in a way that encourages movement from urban areas to rural/northern areas.

- ◇ The **Saskatchewan Health Bursary Program** is another initiative to help retain and retrain needed health care professionals. (See **www.health.gov.sk.ca/bursaries**) The Saskatchewan Health Bursary is offered to students in a variety of health disciplines. In return for this assistance, a bursary recipient must commit to work for a specific period of time in a publicly funded position in Saskatchewan.
- ◇ The website **www.healthcareersinsask.ca** is a **province-wide health care recruitment** agency that connects health professionals with career opportunities in regional health authorities.
- ◇ The province's \$6-million **Health Workforce Employee Retention Program** supports creative initiatives that help keep health employees working in Saskatchewan's health care system. This is the second year of this initiative which is designed to help reduce employee workload and burnout and promote professional development opportunities. Various components of the Program are available to employee work units, unions, employers, and educational institutes.
- ◇ In April 2008, the provincial government and the Saskatchewan Union of Nurses (SUN) agreed to work together to address the nursing shortage. Under the agreement the union and government will look at ways to improve nurse-patient ratios and **increase the use of nurse practitioners**. One goal is to **hire 800 more registered nurses** during the next four years. This summer 300 new nurse recruits will come from the Philippines to Saskatchewan jobs.
- ◇ The province plans to **increase training seats and attract new groups** to the nursing profession. It plans to create 300 new registered nurse training seats, recruit and train a higher representation of Aboriginal health-care workers, and establish a bridging program to encourage licensed practical nurses to become registered nurses.
- ◇ The province is creating **new job opportunities in health careers**. **Midwifery** has been approved in Saskatchewan. Saskatchewan will join other universities across Canada that offer a bachelor's degree in midwifery. The model for midwifery services planned for Saskatchewan is the funded model, where licensed midwives will be employees of the Regional Health Authorities, and licensed private practice midwives will charge clients directly for their services. The model in other provinces allows for multiple entry points into training including recognition of prior learning.
- ◇ The provincial government implemented a **new tuition rebate for recent graduates** to encourage more young people to build their futures here. The Graduate Retention Program is a refundable income tax credit to rebate up to \$20,000 of tuition fees paid by eligible graduates. To fully qualify for tuition rebate entitlements, post-secondary graduates must remain in Saskatchewan for seven years after graduation. See **http://www.aeel.gov.sk.ca/grp**
- ◇ Nursing Education Program of Saskatchewan (NEPS) provides **40 nurse training seats in Prince Albert at the Northern Campus** of the First Nations University of Canada. The Northern Campus program focuses on enrolments by Aboriginal and northern students. About 80% of enrolments last year were from First Nations and northern communities. These students have different challenges than students in the Regina and Saskatoon locations. A survey found that the average age of Prince Albert graduates when they started the program was significantly higher (27 years

of age) than Saskatoon (23 years) or Regina (22 years), and more had family commitments.

- The **Northern Health Sector Training Subcommittee** of the Northern Labour Market Committee has a goal to maximize employment in the regional health sector for residents of northern Saskatchewan. The initiative makes good sense – northern residents need more employment opportunities and the health agencies have recruitment issues that can be addressed in the long-term by training local people for local healthcare-related jobs. The Health Subcommittee partners are working to develop a multi-party training plan for 2009-2010 which will help to move human resource planning forward at the regional level through:

- ◊ Enhanced data and information;
- ◊ Collaborative planning approaches;
- ◊ Linking education/training requirements to HR planning;
- ◊ Recruitment and retention efforts; and
- ◊ Needs-based training planning.

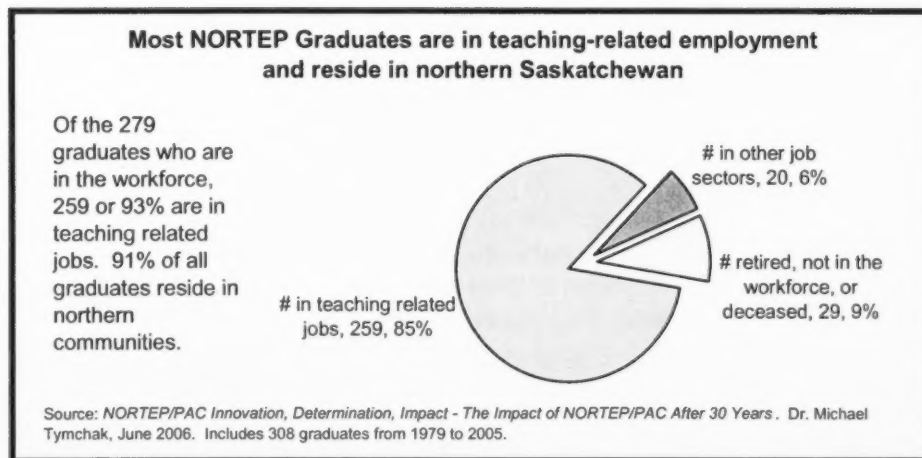
The training plan for the Northern Health Sector Training Subcommittee for 2008-09 includes health career access programs (high school classes that are prerequisites for entry into health-related training programs), and continuing care assistant. Training will be accelerated once the multi-party training plan for the northern health sector is underway in 2009-2010.

The Local Scene - Education sector

- In Saskatchewan, students can complete their teacher education at the University of Saskatchewan (Saskatoon) and the University of Regina. In addition, the University of Saskatchewan offers teacher education programs specifically for Aboriginal students. Indian Teacher Education Program (ITEP), Saskatchewan Urban Native Teacher Education Program (SUNTEP- designed for Metis and Non-Status Aboriginal students and offered in Prince Albert and Saskatoon), and Northern Teacher Education Program (NORTEP) delivered in La Ronge for northern residents. Northlands College also offers classes towards a Bachelor of Education.
- About 800 **teachers** are employed in the northern region: provincial schools in the north employ about 375 full-time equivalent educators, northern First Nations school systems employ about 400 teachers, and provincial post-secondary institutes employ about 70.
- The number of provincial educators in northern Saskatchewan has risen from 319 in 1980 to 373 in 2004, a 13% increase (includes teachers, principals, librarian, and directors). During this time, the number of student enrolments in northern provincial schools has remained fairly constant, resulting in lower student-educator ratios. The proportion of female teachers rose by 3% between 2003/4 and 2004/5 – females make up two-thirds of the teaching workforce in provincial schools in northern Saskatchewan. More teachers in the northern region are new to teaching with 29%

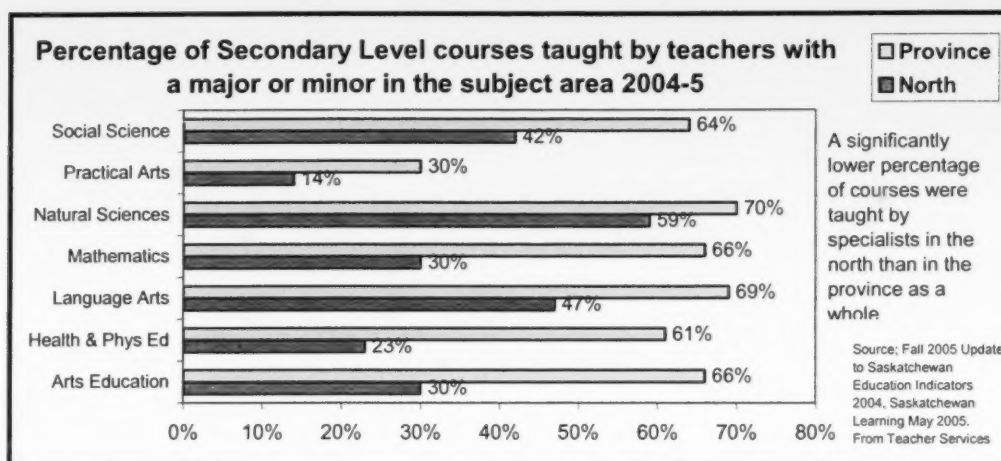
having less than 5 years experience compared to 19% in rural and urban schools. (Fall 2005 Update to the Saskatchewan Education Indicators 2004)

- Over 100 people work in early child care programs and services across the northern region including the KidsFirst NORTH program, Health Canada's Aboriginal Head Start Program, and in 10 licensed provincial **early learning and child care (ELCC)** centres. The province implemented new education requirements for child care staff across the province that came into effect January 2007.
- A large proportion of the educators in the northern region are of Aboriginal heritage. Many of these teachers are graduates of NORTEP, which has graduated over 300 teachers since the program started 30 years ago. A study on the impact of NORTEP after 30 years, *NORTEP/PAC Innovation, Determination, Impact* completed in 2006, found that NORTEP has resulted in an increased number of Aboriginal educators to reflect the northern population and a high participation rate in career teaching. Of the NORTEP grads in the workforce, 91% are in teaching-related positions.



Employment Prospects and Issues in the education sector

- In northern Saskatchewan, although total enrolments have only slightly increased, there is a higher proportion of students at the middle years and high school levels and so teachers with secondary level specialization are in demand. The north has fewer **specialist teachers in secondary-level** (high school) math, science, computer science, and applied arts than the provincial norm. For example, only 30% of math courses in the north are taught by teacher specialists compared to 66% provincially.



- The teacher turnover rate for northern provincial schools varies year to year and by community and teacher specialty. A small number of schools in Northern Lights School Division (NLSD) continue to have a high teacher turnover rate while the majority of communities have a stable and longer-term workforce. As well, there is a very low turnover rate within NLSD's elementary school teacher workforce while teachers with specialty qualifications in senior sciences, practical and applied arts, and French are always in demand.
- Northlands College, Saskatchewan Indian Institute of Technologies and Dumont Technical Institute report challenges in 2008 in recruiting **instructors for their post-secondary training programs**. Post-secondary institutes in northern Saskatchewan and right across Canada have problems recruiting instructors, especially in trades and technologies where qualified instructors are often attracted to higher-paying, permanent jobs in the resource sectors. In a survey undertaken by the *Mining Labour Market Transition Project Final Report*, 2007, post-secondary educators across Canada noted the lack of available instructors to teach programs for the mining sector.

The Local Scene - Public administration: aging workforce and high turnover

- The provincial government employs 234 workers in La Ronge out of the total 12,197 provincial government employees in Saskatchewan. Positions include program administration, highway equipment operators, and pilots and aircraft engineers for forest fire fighting. Many are nearing retirement age.
- Municipalities in the northern region employ about 130 workers in full-time and casual positions such as **administration staff, water treatment operator, and heavy equipment operators** for road maintenance. In the summer, northern municipal communities employ an additional 100 additional seasonal workers under the Northern Forest Protection Worker and Training Program in a partnership Ministries of Environment and Advanced Education, Employment and Labour, Northlands College, and New North. These workers undertake town maintenance projects while they wait

to be called to fight forest fires.

- The province implemented new certification requirements for **water and wastewater workers** in 2005. This presented education challenges to many workers who were currently employed in those positions. Northern water/waste water operators took the training program and over 80% were in compliance with certification requirements by 2005. However, these certified operators are in demand across the province and in Alberta as well as in other industry sectors such as mining, leading to employee turnover in some communities and an ongoing need for training. To meet the challenge of training such a small group of operators scattered across a large region, Northlands College arranges for training in one central location. A survey of Water and Wastewater Workers across the province was undertaken in autumn 2007. It found that the median age was 49, and that 45% of workers in small systems were already eligible to retire and a further 14% are eligible by 2012. Only 1 on 10 workers are under age 35. Half of those surveyed had received training up to level 1 and half had achieved levels 2 to 4 certification.
- Some communities have positions available in **road maintenance**. Northlands College purchased a heavy equipment operator simulator to aid in training operators in the northern region. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands purchased a road grader package to offer grader training in 2008. Northlands College can partner with communities to deliver training with the simulator in combination with hands-on training on equipment owned by the municipality or First Nation.
- Saskatchewan Housing Corporation provides access to about 1,400 affordable rental housing units across northern Saskatchewan. The *Social Housing Management Learning Program* is provided to local northerners interested in working on the **administrative side of social housing management** through a partnership of the Corporation, SIAST, Northlands College, the Real Estate Institute of Canada, Sask. Housing Authorities - Human Resource Services, as well as with participating Housing Authorities in northern Saskatchewan.
- The First Nations communities employ hundreds of workers around the north - many more workers than the municipal communities because of the broad range of services and programs they administer. First Nations communities generally employ **administration staff** for housing, social assistance, education, and health care programs, as well as seasonal workers who undertake community maintenance while they wait to be called to fight forest fires.

Employment Prospects and Issues in Public Administration

- Government departments are beginning to experience human resource challenges caused by retirements as well as high turnover in some occupations. The average age of the provincial civil service is 44 years old with an average of 14 years experience. The Public Service Commission projects that the number of people retiring each year

from 2010 to 2017 will be over 3 times the number who retired annually prior to 2002. In just this seven year span, 3,600 employees are expected to retire – about one-third of the provincial government workforce! Workers in these occupations tend to retire earlier than workers in the private sector because of pension plans. (Public Service Commission website)

- Many of the government retirees will be retiring from **social sciences** jobs across the province. In addition to retirements, there is anecdotal evidence that turnover of **social workers and youth workers** is high in some northern communities. Professionals recruited from southern communities often transfer back closer to families and amenities as soon as positions become available there. Northlands College will begin to offer classes towards the four-year Social Work degree program in autumn 2008.
- The booming resource sectors are enticing professional staff away from government offices with higher pay and more opportunities. The province employs **geologists, environmental specialists, and mine safety regulators**, however, government departments continue to lose these professional staff to mining, oil and gas, and environmental companies and the drain has accelerated during this resource boom time.

Hot Jobs

Labour Market Demand in Non-commercial services

Business Administration	Public Health Inspector
Laboratory Technician	Nutritionist/Dietician
X-Ray Technician	Institutional Cooking
Community Services Addictions Worker	Teacher
Continuing Care Assistant (Home care/special care aide)	Early Childhood Education
Licensed Practical Nurse	Social Worker
Registered Nurse	Water and Waste Water Operator
Physician	Heavy Equipment Operator
Secondary teacher -specialized	Post-Secondary instructor- trades and technical areas

6. Making the Connections to Training

6.1 Grade 12 Courses and Prerequisites for Post-secondary Training

Core areas of study for Grade 12 students

- As more northern youth and adults achieve their Grade 12 education, fewer businesses are accepting less than a Grade 12 for their entry level workers.
- Course offerings from Kindergarten to grade 10 are standardized and mandatory. For Grade 11 and 12 students, however, Saskatchewan Ministry of Education aims to foster individual responsibility and personal growth by providing a framework of a minimum set of compulsory core courses and a set of electives based on the students' preferences and future career goals.

Credits required in Secondary Levels 10 to 30 – Grades 10 to 12				
Required Courses	Grade 10	Grade 11	Grade 12	Total Credits Required
English Language Arts	2	1	2	5
Mathematics	1	1		2
Science	1	1 at level 20 or 30		2
Social Science/	1	1 at level 20 or 30		2
Canadian Studies			1	1
Health Education/ Physical Education	1 at level 10, 20, or 30			1
Arts Education/ Practical and Applied Arts	2 at level 10, 20, or 30			2
Subtotal of Credits in Required Courses				15
Electives	3 at level 10, 20, or 30			9
Electives		6 at level 20 or 30		
Minimum Credits needed to pass each Grade	8	16	24 (5 must be at level 30)	24

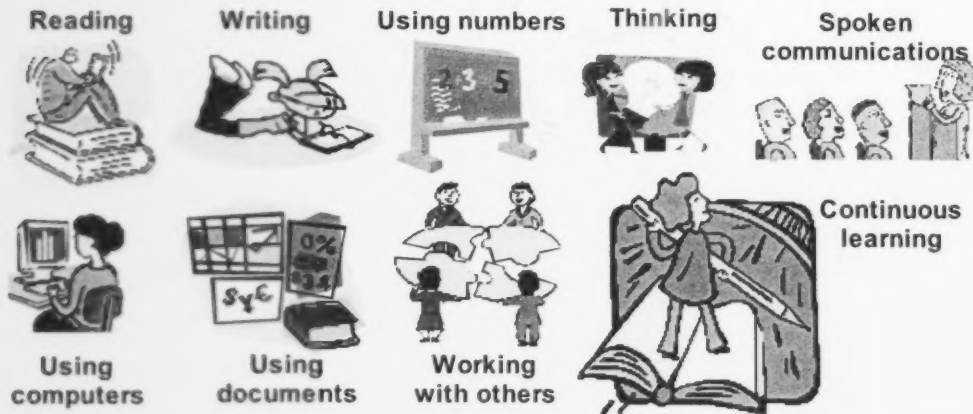
- Saskatchewan students need a total of 24 high school credits from grade 10 to 12 to graduate from high school. Five of the credits must be at level 30 (grade 12) and can be taken through a high school, Saskatchewan Ministry of Education distance education, or a post-secondary institution approved to offer secondary level courses.

- The Adult 12 Program requirements were recently revised to be more in harmony with the regular high-school Grade 12 program. An adult (defined as a person at least age 18 and out of school one year) may attain a grade 12 diploma by completion of 7 credits, with a minimum of 5 credits at the 30 level. Credits may be attained by taking the course from a high school, Technology Supported Learning (formerly Saskatchewan Government Correspondence School), or a Saskatchewan post-secondary institution approved to offer secondary level courses, such as Northlands College and Saskatchewan Indian Institute of Technologies. Adults also have the option of challenging a departmental examination. Adult learners enrolled in an Adult 12 Program delivered by a college or technical school must have a grade 10 standing.
- Northern youth and adults have greater access to Grade 12 classes than ever before.
 - ◊ In school classrooms: two math and two science courses at Level 30 are generally available at most northern high schools.
 - ◊ In Northlands College classrooms: Adult 12 programs for adult learners are offered in program centres across the north.
 - ◊ On-line:
 - Central iSchool is a place for parents, students, and educators to find online resources, information, and enroll in courses from Saskatchewan Learning. As well, Saskatchewan Learning provides courses by other distance methods such as satellite courses (SCN) and correspondence.
<http://www.centralischool.ca/>
 - Credenda Virtual High School is a new initiative from Prince Albert Grand Council offering a wide-range of maths and sciences, in addition to a variety of other course offerings. Credenda plans to expand delivery of courses to non-First Nations students as well.
<http://www.credenda.net/index.htm>
 - Masinahikana On-Line School is available to any person in a northern Saskatchewan community. (School age students must have been out of school for at least one school year.) The school provides tutor support for students in their home communities and on-line teachers make regular community visits. <http://school.edcentre.ca/>

6.2 Career exploration websites

Essential Skills - tools for work, learning, and every day life

- The Essential Skills Equalizer is a fun interactive way to learn about the 9 essential skills and what they mean to you in your life, work, learning, and play. Check the Government of Canada website tool to find information on jobs you are interested in and how each skill is used:
http://srv108.services.gc.ca/english/general/equalizer_e.shtml



- Once you have learned to use the Essential skills, you have the base to learn all other skills. These skills will help you get a job, keep your job, and rise to new challenges in your career. These skills also help you in your day to day life- to read your e-mails, understand your pay cheque and bank account, express your thoughts, solve problems, organize your tasks, get along with people, and learn how to find information.

Assessing your skills

- Which of the essential skills are you strong in? Which skills do you need to improve or acquire in order to prepare for the job you are interested in?
 - ◊ High school students and job seekers can assess their own skills and practice to improve them at the **Measure Up!** Website. Measure Up! is a free web-based tool that tests the three essential skills that are needed for safe and productive employment: reading, using documents, and using numbers. The self assessment questionnaire uses problems based on real-life work situations and documents. The self-assessments found in Measure Up! are informal tools and can be found at <http://measureup.towes.com/english/index.asp>.
 - ◊ The formal tools to assess your skills - **Test of Workplace Essential Skills (TOWES)** – are available at test centres located throughout Canada, including Northlands College. Northlands College can administer the formal TOWES assessment and testing to students, employees, and job seekers. The formal TOWES test will help people determine if they have the essential skills in the areas of reading, using documents, and using numbers and can help them make more informed career and training decisions. The test can also help instructors or employers identify any skill gaps and target their training to prepare their students or workers for careers. For more information on TOWES, contact Director of Program Management, Northlands College, La Ronge at 425-4480. Or visit the TOWES website developed in a partnership with Bow Valley College in Calgary at http://www.bowvalleycollege.ca/towes_jobseekers.htm.

Discover your own abilities and career interests

- Finding the perfect job may be just as difficult as deciding what it is you want to do. **Career quizzes** can help people discover their abilities and explore career options. To help you explore your career options, take one or more of the quizzes on Career Navigation, a Government of Canada website.
(https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do)
- After you have taken the quizzes below, go to the Saskatchewan Job Futures website to research the jobs listed in your quiz results at www.saskjobfutures.ca

Career Navigator website - Service Canada , Government of Canada	
https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do	
Career Quizzes These quizzes are designed as a starting point in self discovery - explore your abilities, interests, and career preferences	
Abilities Quiz	Identify your abilities and get a list of matching occupations to explore.
Data, People, Things Quiz	Select the ways you like to work with data, people and things and get a list of matching occupations to explore.
Work Preference Quiz	Narrow down the style of work you like and get a list of occupations that match your preferences.
Work Values Quiz	What values are important to you in your work environment?
Learning Style Quizzes	
Seeing, Hearing, and Doing Quiz	Discover your unique style of learning.
Multiple Intelligence Quiz	Discover your unique style of thinking and understanding.

Research your career options

- When planning a career, you need to understand two things: the labour market and yourself. **SaskNetWork** website can help you identify your interests, research the careers you are interested in, hunt for a job, and prepare for an interview. The website, a partnership of the Saskatchewan and federal governments, has sections for Job Seekers, Employers, Entrepreneurs, Learners, and Youth. Under each of these sections, users will find information, links, and services. See www.sasknetwork.ca

- **Saskatchewan Job Futures** website at www.saskjobfutures.ca gives a forecast of the demand for each occupation in the upcoming years, compares wage rates, and education and training requirements.

Know what to expect at your first job

- Before you start a new job, you need to know your rights and responsibilities and also health and safety and fairness in the workplace. For more information, go to www.readyforwork.sk.ca and check the *Guide for New Workers*. The website and Guide help new or young workers make a successful transition to work. The guide brings together valuable workplace information covering a range of topics. The topics are organized by the four phases of the job cycle:
 - ◊ entering or re-entering the job market,
 - ◊ starting a job,
 - ◊ during a job, and
 - ◊ leaving a job.

6.3 Apprenticeship Training Opportunities and Prerequisites

Combine on-the-job worksite training with periods of classroom training

- Apprenticeship is available to persons already working in a trade. Specific details of apprenticeships vary from one trade to another.
- Apprenticeship training combines hands-on learning where experts in a trade (journeypersons) pass on their knowledge and expertise to employees (apprentices) right on the job.
- People in trades careers are able to complete their post-secondary training without being overwhelmed by debt because they earn while they learn.
- Skilled workers are in demand right across the country. So with a journeyperson certification, a good work ethic, and positive attitude, a job is almost guaranteed. Job opportunities include: local employment, travel to other towns and provinces (the journeyperson Red Seal from Saskatchewan is recognized almost everywhere across the country), becoming a trade instructor, owning your own business, or becoming a supervisor.

How Apprenticeship Works – information from the website

- Stay in school. Most employers prefer to hire high school graduates with courses in mathematics, science and communications.

- Contact the Apprenticeship and Trade Certification office in your area or visit their web page for information about specific trades and entrance requirements. See www.saskapprenticeship.ca.
- Find an employer or union willing to provide training and supervision to you as an apprentice. The Apprenticeship and Trade Certification office will help you and your employer sign a formal apprenticeship contract. This contract is registered with the Saskatchewan Apprenticeship and Trade Certification Commission. Now you are ready to start.
- Complete the required term of apprenticeship.
- Attend technical training for the required number of weeks each year in order to receive theory, testing, and hands-on experience, some of which may not be available on the job. Technical training is an average of 8 weeks per year.
- Most apprenticeship training takes two to five years to complete, depending on the trade. You earn a good income while you learn.
- For more information contact: Apprenticeship and Trade Certification Commission Toll-Free: 1-877-363-0536 or the La Ronge office at 425-4385 or e-mail: Apprenticeship@sasked.gov.sk.ca.
- In northern Saskatchewan, the **Northern Apprenticeship Committee** (NAC – a joint training council) is working with the Apprenticeship and Trade Certification Commission and northern employers to increase the opportunities for people in trades employment and apprenticeship training. NAC can indenture apprentices directly to the Committee so that they can move among employers to progress through apprenticeship training more quickly. NAC also helps contractors and businesses locate trained northern trades workers more easily through a central registry. Call 425-6617 or toll free at 1-800-667-4380.

6.4 Services for Learners and Job Seekers

Career and employment services

Some Career and Employment Service Agencies	
Career and employment services, Advanced Education, Employment and Labour	<p>Ministry of Saskatchewan Advanced Education, Employment and Labour encompasses post-secondary training, student financial support, labour regulations, and in order to strengthen the link between training and the labour market.</p> <ul style="list-style-type: none"> ◇ CanSask Career services include office and internet services, career counseling, and job advertising. ◇ Employment services include several employment-related funding

	<p>programs, wage subsidies, and other funding to help clients get and keep a job.</p> <ul style="list-style-type: none"> ◇ In the northern area, two offices are located in La Ronge and Ile a la Crosse. In addition, services are provided on an itinerant basis in such communities as Creighton, Buffalo Narrows, Sandy Bay, and Pinehouse. ◇ The offices provide financial assistance for students from Skills Training Benefit for clients receiving Employment Insurance Benefits and Provincial Training Allowance for students receiving social assistance. To receive financial assistance, students must work with CanSask counselors to develop a Training Plan prior to accepting enrolment in training.
Northlands College	<p>Provides a variety of supports for learners at its program facilities and student residences. A full-time counselor and two student advisors staff the Career Services Unit in each College region. The Career Services unit provides student orientations, career planning workshops, financial counseling, referrals to specialized services, and academic assessment. Northlands College can provide accommodations for students and delivers Employment Assistance for Persons with Disabilities (EAPD). In addition to services for students, Northlands College also provides career counseling services to the general public at its counseling offices in Buffalo Narrows, La Ronge, and Creighton.</p>
First Nations and Métis Employment Outreach offices across the north.	<p>Under a new agreement in January 2007, Gabriel Dumont Institute (GDI) established a new training and employment arm to offer a broad range of programs in Saskatchewan's Métis communities through 10 new regional delivery offices. The other Saskatchewan agreement, administered by Saskatchewan Indian Training Assessment Group, meets the employment and training needs of First Nations people.</p>
Northern Career Quest Partnership	<p>Northern Career Quest will be underway in spring 2008 to 2012 to deliver training programs, career counseling, employment referral services, and wage subsidies for Aboriginal clients in the resources sector of the province.</p>
Job Horizons 2	<p>Will be underway in summer 2008 to work with Employment Outreach offices and individuals in northern Saskatchewan to link clients to jobs in the oil sands. It provides employment referrals, funds for job interviews, compulsory drug testing, and one-way travel to commence employment.</p>
Meadow Lake Oil and Gas Secretariat	<p>The of the Meadow Lake Tribal Council's Oil and Gas Secretariat helps residents find employment in the oil and gas sector in Alberta and Saskatchewan. The Secretariat will work with Job Horizons and Northern Career Quest projects to enhance employment links for clients.</p>

Athabasca Labour Services	Works to link job seekers with employers in the Athabasca region. Job seekers can send on-line resumes and the Labour Services will match them with employers in the region. Labour Services also assists employers by offering recruitment services, interviewing, and crew supervision either on site or remotely depending on the needs of the employers. The Labour Services is a division of the Athabasca Basin Development Limited Partnership, the investment arm owned by the 7 Athabasca communities.
Gary Tinker Federation for the Disabled	GTF provides career and employment assessments for clients with disabilities under a contract with the province. The agency also provides funding that enables employers to assist people with disabilities to gain work experience and employment.
Keewatin Career Development Corporation	KCDC provides a web site under a contract with the province to meet the needs of clients residing in remote locations where access to the Ministry's services is limited.

6.5 Education and Employment Connections

Institute/agency	Location	Contact	Web site
For a more detailed list go to http://www.sasknetwork.gov.sk.ca/html/Learners/educationtraining/postinstitutions.htm			
Apprenticeship And Trade Certification Commission - Aboriginal Apprenticeship Initiatives - Saskatchewan Youth Apprenticeship	La Ronge Regina Prince Albert Regina	425-4385 1-877-363-0536 953-2492 1-877-363-0536	www.saskapprenticeship.ca www.youthapprenticeship@sasked.gov.sk.ca
Athabasca Labour Services	Saskatoon	1-888-382-2213	http://www.alsjobs.com/
Dumont Technical Institute	Saskatoon	242-6070 1-877-488-6888	www.gdins.org/
First Nations University of Canada	Prince Albert Campus Regina Campus Saskatoon Campus	763-0066 790-5950 931-1800	www.firstnationsuniversity.ca
Fort McMurray Labour Market News	Fort McMurray	780-715-0222	www.woodbuffalo.net
Gabriel Dumont Institute Training and Employment	Ile a la Crosse La Loche La Ronge Beauval	833-2760 822-2812 425-5283 288-2304	www.gdins.org/
Gary Tinker Federation for the Disabled	La Ronge	425-6612 1-866-365-5508	
KCDC – Keewatin Career Development Corp.	La Ronge	425-4778	www.kcdc.ca
Lac La Ronge Indian Band –Post-Secondary Education and Training	La Ronge	425-4938 1-877-768-6888	

Institute/agency	Location	Contact	Web site
Meadow Lake Tribal Council Meadow Lake Oil & Gas Secretariat	Meadow Lake	236-5654	www.mltc.net
Ministry of Advanced Education, Employment and Labour - CanSask Career and Employment Centres	La Ronge Ile a la Crosse Creighton	425-4520 1-866-888-4520 833-3235 688-8826	www.sasknetwork.ca
Ministry of Advanced Education, Employment and Labour/Education	La Ronge	1-800-667-4380 425-4380	www.aee.gov.sk.ca www.learning.gov.sk.ca
Ministry of Health	La Ronge	425-4510	www.health.gov.sk.ca www.healthcareersinsask.ca
NORTEP/NORPAC – Northern Teacher Education Program	La Ronge	425-4411	www.nortep-norpac.sk.ca/
Northern Apprenticeship Subcommittee - coordinator	La Ronge	425-6617 1-800-667-4380	www.northernapprenticeship.ca
Northern Career Quest – training and employment for resource sectors	La Ronge	425-4380	
Northlands College	La Ronge Creighton Buffalo Narrows Toll free	425-4353 688-8838 235-1765 1-888-311-1185	www.northlandscollege.ca
Oil Sands Job Horizons Committee employment referral	Meadow Lake	236-5654	
Enform Institute (formerly Petroleum Industry Training Service) Training for oil and gas rig crews	Calgary, Alberta Nisku, Alberta	403-250-9606 1-800-667-5557 780-955-7770 1-800-387-4976	www.pits.ca www.enform.ca
Prince Albert Grand Council – regional learning network	Prince Albert	953-7200	http://careers.pagc.sk.ca/
Saskatchewan Indian Institute of Technologies	Saskatoon	244-4444	www.siiit.ca
Saskatchewan Institute of Applied Science and Technology 1-866-go-SIAST	Woodland Campus, Prince Albert Palliser Campus, Moose Jaw Kelsey Campus, Saskatoon Wascana Campus, Regina	953-7000 694-3200 933-5555 798-4356	www.siaist.ca
University of Regina	Regina	585-4111	www.uregina.ca
University of Saskatchewan	Saskatoon	966-4343	www.usask.ca
Woodland Cree Enterprises	La Ronge	425-4977	

6.6 Northlands College Training Program Priorities

Training plans based on needs identified by communities and industry

- Northlands College is based in the Northern Administration District, has three campus centres located in Buffalo Narrows, Creighton, and La Ronge, and is one of the main deliverer of programs for people in the area. Other agencies such as Saskatchewan

Making the connection to training and employment opportunities in northern Saskatchewan

Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies, First Nations University of Canada, Northern Teacher Education Program – NORTEP, and Dumont Technical Institute also offer some post-secondary programs for careers in northern Saskatchewan.

- Northlands College develops its training plans based on needs identified by the communities, Aboriginal agencies, economic development organizations, and industry. The College also develops partnerships with other agencies in order to leverage funding for the delivery of training across the north. The Board approves a Program Plan, which allocates funds by program area, by region, and by key sectors such as mining, forestry, health, literacy, and adult basic education. The following section provides a description and rationale for the Program Plan.

Basic Education and Literacy

- The key to delivery of 52 Adult Basic Education Programs, in 20 communities and three mine sites in 2006-07 is partnership with other training institutions and northern stakeholders.
- The Adult 12-Pre-technologies program certifies students with a Saskatchewan Learning Grade 12 Standing. Learners are required to complete seven level 30 credits including English 30A, English 30B, one Social Studies Level 30, a Math, a Science and two electives. Northlands College offers core Adult Basic Education programs in Buffalo Narrows, Creighton, and La Ronge. Other programs are offered in outlying communities as needs are determined and funding is secured.
- In Creighton, a GED Plus program is offered. Instruction involves preparation to write the General Educational Development (GED) exams that lead to a Grade 12 Equivalency. Students determine their career goals and take supplemental classes required for entry into their career choice.
- Northlands College also offers Developmental Studies Phase I, II and III. Developmental Studies is an alternative approach to the regular Adult Basic Education 10 program. In Developmental Studies Phase I (12 weeks), the student explores career options, develops personal and professional skills, and completes a personal development plan. In Phase II, learners focus on development of the academic skills required in the workplace or for further education and training. Graduates will have sufficient skills to enter a number of occupations or to enter Phase III. Finally, in Developmental Studies Phase III (27 weeks), graduates achieve certification at the Adult Basic Education 10 Level. Students will be prepared to enter the workforce in those occupations requiring a minimum Grade 10 entry or pursue further education or training.
- Northlands College will expand its partnership with Northern Lights School Division to deliver Online High School, GED, and Literacy courses.

- Northlands College will continue to facilitate meetings with the Northern Literacy Network to determine, monitor, and implement a Literacy Strategy for the northern region.
- Northlands College, based on acquiring ongoing funding, will deliver family literacy programs depending on the needs of the participants.
- Northlands College will continue to deliver the level one and two literacy benchmarks using a variety of Technology Enhanced Learning (TEL) modes of delivery such as fax, toll-free phone line, or on-line participation. Each participant receives a computer from the Computer for Schools program and a face-to-face orientation teaches the participants basic computer skills.
- Northlands College will pilot Pre –Developmental Studies A and B programs which were developed in 2007 to deliver the Circle of Learning level one and two benchmarks.
- Workplace Education Programs continue to be available at three mine sites.
- The Principle of the Alphabet Literacy System (PALS) lab continues to be delivered in La Ronge in partnership with Northern Lights School Division.
- The Basic Education Assessment Model continues to identify those clients that do not meet entrance into Adult Basic Education programs (Developmental Studies Phase I, II and III and Adult 12) and currently there is no funding to address the serious level of clients that need full-time literacy programming.
- Continued implementation of the Basic Education Assessment Model aims to improve student placement, selections, and enhance student success.
- Challenges in maintaining existing levels of education programs include the shortage of teachers, increased costs due to salary increases and facility leases, and continued pressure on funding agencies' resources.

Skills Training

- Training needs and delivery are planned in conjunction with a number of partners in mineral, forestry, health, oil sands, and traditional economies sectors in the north. In 2006-07, Northlands College delivered 111 Skill programs in 23 communities and 3 mine sites.
- The new 4-year Northern Career Quest Partnership - a multi-sectored initiative - continues a long history of sector agreements that Northlands College supports. The northern region continues on a path of tying training directly to local industry demands through such sector initiatives as the 5-year Northern Development Agreement (just winding up), the Mineral Sector Multi Party Training Program which is entering its fourth 5-year agreement, and the development of a health sector agreement

- The MPTP IV for the mineral sector's initial plan will support Mine Engineering Technology, Radiation Environment Technician, Geological Technician, Industrial Mechanics, Underground Mining, and Diamond Driller Helper.
- To meet the needs defined by the Health Sector Committee of the NLMC the Health Career Access Program will be delivered in each region, Buffalo Narrows, Creighton, and La Ronge in the fall of 2008. This course is designed to prepare students for access into further post-secondary health career training programs including health administration, nursing, dental and technologies.
- Northlands College released the calendar (www.northlandscollege.sk.ca) in March to target transition students and increase recruitment time for programs. In addition to the mine training programs, some of the initial program offerings are Office Education, Continuing Care Assistant, Health Careers Access Program, Heavy Equipment Operator Training, Carpentry Levels 1 -2 and Applied Certificates in Welding, Heavy Equipment Mechanic and Plumbing.

University

- Northlands College is an official off-campus Arts and Science site, offering courses from the University of Saskatchewan, University of Regina and University of the Arctic. University access through Northlands College is coordinated from La Ronge but access through SCN sites is available in 5 College-sponsored sites: La Loche, Sandy Bay, Buffalo Narrows, Creighton, and La Ronge. Other community access sites which meet SCN delivery criteria are approved on an annual basis. SCN continues to be critical to our distance education model.
- Northlands College continues to offer a "Supportive Distance Education Model" and hires tutors and proctors to support the delivery of service to the students. Without on-site support from the technician, coordinator and Distance Education Tutors, most of the students would not have completed the first few weeks of class.
- University highlights include:
 - ◇ The University Regional Program in all three centers will again offer four program options: a Teacher's Entrance option, a Bachelor of Arts options, a one-year University of Regina Certificate of Continuing Education Administrative Development option, and the Degree Completion Program option.
 - ◇ In 2008-09 the Social work program from University of Regina will offer classes through video conference between Northlands College and other regional colleges. This will increase access to another degree available off campus.
 - ◇ The University of Saskatchewan, University of the Arctic and Northlands College partnership, created a Degree Completion Program, Bachelor of Arts major in Northern Studies with an advanced emphasis in Aboriginal Public Administration that directly ties this program to the northern labour market needs. The first intake of students will graduate in June 2008 and complete the requirements for convocation. This program will have its third cohort intake in September 2008 classes are delivered online and using video conferencing technology.

College Learner Support and Counseling Services

- Northlands College, in partnership from University of Saskatchewan, University of Regina, Campus Saskatchewan, Saskatchewan Communications Network, Saskatchewan Education and Advanced Education, Employment and Labour will continue to offer the successfully piloted student support program SOS: Surviving Off-Campus Studies. The workshops are delivered using a variety of technologies -- including real time, live satellite broadcasts, live and archived video streaming, and on line resources. This range of technologies assists students with a variety of learning styles, and accommodates learners' schedules.
- Northlands College provides Learner Support at the facilities and student residences in La Ronge, Creighton, and Buffalo Narrows, SCN, TEL Centers, Employment Assistance for Persons with Disabilities, Accommodations, Student Assessments, and the Learning Strategists. Counseling Services includes Career Services departments in each region.
- The College offers GED examination support.
- Additional student support is provided by the Educational Consultant and Learning Strategists who provide further assessment testing and individual learning plans as well as teaching learning strategies to small groups or to individual students.
- Career Services is an integrated model of delivery of counseling and student services in each region of the college. A full-time Counselor and two Student Advisor positions staff each region. The Counselors and Student Advisors are involved in various components of the BE Assessment Model which is integrated into counseling process, student selections, and student centered team meetings. In addition, the Career Services department provides services in orientation, career planning workshops, financial counseling, referral to specialized services, and academic assessment.

6.7 Training Opportunities through Northlands College 2008-2009

The following programs were slated for delivery as of February 2008. Additional programs will be launched throughout the year. Tuition fees were as of February – fees may change. Please check with Northlands College staff for up-to-date listings and fees.

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
Northern Career Quest – Resource Sector – to be announced						
Cook Level 1	TBA		24 weeks			
Diamond Driller Helper			6 weeks			
Geological Technician	split with MPTP		40 weeks			
Heavy Equipment Operator			8 weeks			
Institutional cooking			12 weeks			

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
Instrumentation Engineering Technologist	Funded through MPTP		72 weeks			
Mill Process Operator			14 weeks			
Oil Field Safety			1 week			
Post-Secondary career preparation			12 weeks			
Plumbing/pipe fitter/steam fitter	split class in mobile lab		32 weeks			
Radiation/Environmental Technician	split with MPTP		40 weeks			
Truck driver 1A			8 weeks			
Welding			24 weeks			
Mine Training						
Mine Engineering Technician – 2 years	La Ronge	Sept 08-June 2010	84 weeks	\$4500 4500	\$1600 \$900	Grade 12 with 60% in Eng A30, B30 & min. one of Math, Chem or Physics 30
Geological Technician	La Ronge	Sept 08-Oct 09	49 weeks	\$5200	\$1000	Grade 12 with 60% in Eng A30, B30, Math A30, and Chem 30
Diamond Driller Helper	various	TBA	4 weeks	\$8,000	NA	18 years of age, Class 5 license, physically fit, pass drug test
Radiation Environmental Tech	La Ronge	Sept 08-Oct 09	49 weeks	\$5200	\$1200	Grade 11 with 60% in Eng A30, B20, Math A20, and Chem 20
Industrial Mechanics cert	Cumberland Sandy Bay	Jan –May 09 Aug – Dec 08	17 weeks	\$1800	\$400	Grade 10
Business, Health, & Community Services						
Education Assistant	Buffalo	Sep 08-Jun 09	40 weeks	\$4200	\$1200	Grade 12
Continuing Care Assistant	Creighton La Ronge	Oct08-May 09 Sep08-May 09	30 Weeks	\$3180	\$700	Grade 12, personal and physical suitability, criminal record check
Health Careers Access	Buffalo Creighton La Ronge	Sept 08 – May 09	39 Weeks	\$3094	\$650	Grade 12 or GED12 with Eng 30A, Eng 30B
Office Education	Creighton La Ronge	Sept 08–Jun 09	37 Weeks	\$3922	\$1650	Grade 12 or equivalent
Trades & Vocational						
Carpentry Entrance	Pelican Narrows	Sep 08-Oct 08	8 weeks	NA	NA	Grade 10, intake interview
Carpenter Level 1	Sandy Bay Pelican	Sep08-Dec08 Nov08-Feb09	12 Weeks	\$360	\$485	Grade 10 and about 1800 trade hours
Carpenter Level 2	Deschambault	Mar 09-May 09	12 Weeks	\$360	\$485	Grade 10 and about 3600 trade hours
Industrial Mechanics cert	Cumberland Sandy Bay					See Mine training section
Heavy Equipment mechanic 1	Buffalo Narrows	2008-9	TBA	TBA		Grade 10
Heavy Equipment Operator simulator	various	TBA	24 days	TBA	TBA	Class 5 drivers license
Electrical – mobile training lab	Sandy Bay Cumberland	Mar-Aug08 Sep08-Mar09	20 weeks	TBA	TBA	TBA
Plumbing/pipefitting – mobile training lab	Pinehouse	Winter 08	20 weeks	TBA	TBA	TBA
Log home building	Sandy Bay	Sep 08-May 09	34 weeks	NA	NA	Grade 10 or academic entrance test
Post secondary career start	Cumberland	Sep 08-Dec 08	12 weeks	NA	NA	Grade 12 or partial 12

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
Wildland Firefighter safety program	Buffalo La Ronge	TBA	10 days	TBA	NA	Minimum Grade 10, physically fit
Pre-employment Welding	Creighton	Sept 08-May 09	34 Weeks	\$3680	\$750	Grade 10 or academic entrance test
Basic Education						
Adult 12 /GED plus	Buffalo Narrows	Aug 25/08 – June 28/09	40 Weeks	NA	N/A	Grade 10 or academic testing, intake interview
Adult 12 /GED plus	Creighton	Aug 25/08 – June 28/09	40 Weeks	NA	N/A	Grade 10 or academic testing, intake interview
Adult 12 Pre-technologies	La Ronge	Aug 18/08 – June 24/09	40 Weeks	NA	N/A	Grade 10 or Developmental Studies Phase 3
Adult 12 Pre-technologies	Cumberland	Aug 25/08 – June 26/09	40 Weeks	NA	N/A	Grade 10 or Developmental Studies Phase 3
Adult 12 Pre-technologies	La Loche	Sep 1/08 – June 26/09	40 Weeks	NA	N/A	Grade 10 or Developmental Studies Phase 3
Developmental Studies Phase 1	La Ronge	Sept 22/08 – Dec 19/08	12 Weeks	NA	N/A	Pre-Test and intake interview
Developmental Studies Phase 1	Deschambault	Sept 15/08 – Dec 5/08	12 Weeks	NA	N/A	Pre-Test and intake interview
Developmental Studies Phase 1	Sandy Bay	Sept 22/08 – Dec 12/08	12 Weeks	NA	N/A	Pre-Test and intake interview
Developmental Studies Phase 1 & 2	Cumberland	Sept 8/08 – May 15/09	34 Weeks	NA	NA	Pre-Test and intake interview
Developmental Studies Phase 1 & 2	Pelican Narrows	Sept 22/08 – June 5/09	34 Weeks	NA	NA	Pre-Test and intake interview
Developmental Studies Phase	La Ronge	Jan 12/09 – Jun 19/09	22 Weeks	NA	N/A	Pre-Test and intake interview
Developmental Studies Phase	Sandy Bay	Jan 12/09 – Jun 19/09	22 Weeks	NA	N/A	Pre-Test and intake interview
Developmental Studies Phase 3	Buffalo Narrows	Sept 1/08 – Apr 21/09	30 Weeks	NA	NA	Developmental Studies Phase I or II or pre-Test and intake interview
Developmental Studies Phase 3	Creighton	Sep 2/08 – Apr 30/09	30 Weeks	NA	NA	Developmental Studies Phase I or II or pre-Test and intake interview
Developmental Studies Phase 3	La Ronge	Aug 18/08 – Mar 27/09	30 Weeks	NA	NA	Developmental Studies Phase I or II or pre-Test and intake interview
On-line high school	College wide	September		\$25 registra tion	\$30 course fee	
GED testing	La Ronge	Apr 8-9/08 Jun 10-11/08 Aug 5-6/08 Oct 7-8/08 Feb 10-11/09 Apr 7-8/09 Jun 9-10/09	2 days	\$35 fee	NA	Photo ID at testing sites
GED testing	Creighton	Aug 14-15/08 Oct 9-10/08 Nov 20-21/08 Jan 29-30/09 Apr 23-24/09 Jun 19-21/09 Aug 20-21/09 Oct 22-23/09	2 days	\$35 fee	NA	Photo ID at testing sites

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
GED testing	Buffalo Narrows	Sep 24-25/08 Oct 22-23/08 Nov 26-27/08 Jan 28-29/09 Feb 25-26/09 Mar 25-26/09 Apr 29-30/09 May 27-28/09 Jun 24-25/09	2 days	\$35 fee	NA	Photo ID at testing sites
TEL for Literacy Learners	College wide	Sep 2/08-Jun 19/09	32 weeks	NA	NA	willing to pay for internet
Other Programs						
Ed-2-Go	on-line	A variety of computer, business, and personal enrichment courses are available on-line. See selection at www.ed2go.com/northlands				
University Education						
Bachelor of Arts Option	La Ronge Creighton Buffalo Narrows	Sept 08-Apr 09	28 weeks	\$3900	\$900	Grade 12
Northern Studies degree completion	La Ronge Creighton Buffalo Narrows	Sept 08-jun 09	2 years	\$4900/year	\$1100 /year	30 credits or more of university course work
Teacher Entrance Option	La Ronge Creighton Buffalo Narrows	Sept 08-Apr 09	28 weeks	\$3900	\$900	Grade 12
Social Work Option	La Ronge Creighton Buffalo Narrows	Sept 08-Apr 09	28 weeks	\$3900	\$900	Grade 12
University Courses	Northlands College, through <i>Campus Saskatchewan</i> partnerships with University of Regina and Saskatchewan and SIAST, is able to provide access to numerous university classes. Classes towards Bachelor of Arts in Sociology, Northern Studies, Native Studies, and Human Justice, pre-Education classes, pre-Law classes, pre-Social Work classes, pre-Police Studies classes, Pre-Administration classes. See universities' websites or contact Northlands College counseling staff for more information					

7. Thanking Our Sources

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7.2 Northern Labour Market Committee

The Northern Labour Market Committee (NLMC) began in 1983 with a membership of 10 training and Aboriginal organizations and has expanded to over 80 participants to become an effective and respected forum to address employment, training, and economic development issues in northern Saskatchewan. Working through subcommittees, the NLMC has shared information, pursued solutions, and worked on tasks in all sectors including education and training, mining, forestry, aviation, apprenticeship, health, information technology, tourism, oil sands development, small business, and traditional economies.

Northern Labour Market Committee (1983)

Identifies and assesses emerging labour market and economic development issues and initiates actions which will enable northerners to benefit from training, employment, and economic activities in their region. Three co-chairs represented by: 1) First Nations/Métis agencies alternating; 2) Industry/training institutes alternating; and 3) Ministry of First Nations and Métis Relations, Northern Affairs for Provincial Government

Administration Subcommittee (1983)

Sets the working direction of the NLMC by setting goals, facilitating cooperative planning, delegating tasks, and assessing successes to ensure NLMC attains its mission and optimizes the expertise and resources of its members. Chaired by Ministry of First Nations and Métis Relations, Northern Affairs

Athabasca Economic Development & Training Corp. (1986)

Identifies and assesses emerging labour market and training needs of the regions and gives advice to NLMC. Chaired by Athabasca communities

Mineral Sector Steering Committee (1991)

Maximizes northern employment opportunities and supports northern business ventures for the mineral sector. Oversees the Multi-Party Training Plan. Chaired by the mining industry

Northern Apprenticeship Committee (1993)

Increases the number of and opportunities for, northern trades workers in all sectors. Chaired jointly by industry and/or training agency.

Education and Training Subcommittee (1996)

Facilitates a collaborative approach in the provision of education and training in the north. Jointly chaired by a K-12 and a Post-secondary training agency.

Career Services Subcommittee (1997)

Supports a collaborative approach to information sharing and career and employment service delivery in northern Saskatchewan. Chaired by an agency providing career services.

Gary Tinker Federation Subcommittee (1997) Makes long-term improvements in the lives of northern disabled people through a collaborative approach in the provision of post-secondary education and employment opportunities. Chaired by Gary Tinker Federation

Northern Health Sector Training Committee (2006) Determines and assesses the employment and training needs and develops and oversees implementation of a long-term training strategy to train northerners for a broad range of occupations for the northern health sector. Chaired by a Health Authority and a Training Institution

Economic Development Subcommittee (2005) Fosters early identification, coordinated planning and cooperation in the development of economic opportunities in Northern Saskatchewan. Chaired by Northern Development Board Corp.

Traditional Economies Subcommittee (2001) Mandate will be established to meet the training and economic development needs of persons in traditional economic activities. Chaired by people in traditional industries

Partner committees that report at NLMC for their sector

Job Horizons 2 (replacing Oil Sands Subcommittee) (2008)

Prepares and enables northerners to take maximum advantage of employment and economic opportunities associated with the Saskatchewan and Alberta oil and gas sector. Chaired by partner agencies

Youth Working Circle of the Northern Human Services Partnership (2003) Empowers youth in northern Saskatchewan with the skills and the knowledge to take advantage of personal, educational, and skills development opportunities. Chaired by New North Youth coordinator

Northern Labour Market Committee – Participants and Interested Parties	
AGENCY	AGENCY
ABORIGINAL SKILLED WORKERS ASSOCIATION	MINISTRY OF SOCIAL SERVICES
AREVA RESOURCES CANADA INC.	NATURAL RESOURCES CANADA, CAN. FOREST SERV
ATHABASCA ECONOMIC DEV. & TRAINING CORP.	NEW NORTH - SANC SERVICES INC.
ATHABASCA HEALTH AUTHORITY	NORTEP/NORPAC
AURORA COMMUNICATIONS	NORTHEAST DEVELOPMENT CORPORATION
BEAVER RIVER COMMUNITY FUTURES CORPORATION	NORTHERN APPRENTICESHIP COMMITTEE
BOREAL REGIONAL DEVELOPMENT CORPORATION	NORTHERN DEVELOPMENT BOARD CORP.
BUFFALO NARROWS ECONOMIC DEVEL CORP	NORTHERN HEALTH STRATEGY
BUFFALO NARROWS, VILLAGE/NEW NORTH CHAIR	NORTHERN HUMAN SERVICES PARTNERSHIP
CAMECO CORPORATION	NORTHERN LIGHTS SCHOOL DIVISION
CENTRAL CREE ECONOMIC DEVELOPMENT CORP.	NORTHERN MINES MONITORING SECRETARIAT
CLAUDE RESOURCES INC.	NORTHERN RESOURCE TRUCKING
CREIGHTON REGIONAL DEVELOPMENT CORP.	NORTHERN SASK. TOURISM INC.
CREIGHTON SCHOOL DIVISION #111	NORTHERN SASK TRAPPERS ASSOCIATION
CROWN INVESTMENTS CORPORATION OF SASK.	NORTHLANDS COLLEGE
DUMONT TECHNICAL INSTITUTE	OILSANDS QUEST INC.
FIRST NATIONS UNIVERSITY OF CANADA	PETER BALLANTYNE CREE NATION
GABRIEL DUMONT INSTITUTE TRAINING & EMPLOY	PINESHOUSE BUSINESS NORTH
GARY TINKER FEDERATION FOR THE DISABLED	PRINCE ALBERT GRAND COUNCIL
GLR RESOURCES INC.	SAKITAWAK DEVELOPMENT CORPORATION
GOLDEN BAND RESOURCES INC.	SASK. APPRENTICESHIP & TRADE COMMISSION
ILE A LA CROSSE SCHOOL DIVISION	SASK. BUILDING/CONSTRUCTION TRADES COUNCIL
INDIAN AND NORTHERN AFFAIRS CANADA	SASK. INDIAN INSTITUTE OF TECHNOLOGIES
JOB HORIZONS 2 COMMITTEE	SASKATCHEWAN CONSTRUCTION ASSOCIATION
KEEWATIN CAREER DEVELOPMENT CORP.	SASKATCHEWAN COMMERCIAL FISHERIES LIMITED
KEEWATIN YATHE HEALTH DISTRICT	SASKATCHEWAN FOREST CENTRE
KITSAKI MANAGEMENT LIMITED PARTNERSHIP	SASKATCHEWAN LABOUR MARKET COMMISSION
LA RONGE CHAMBER OF COMMERCE	SASKATCHEWAN MINING ASSOCIATION
LAC LA RONGE INDIAN BAND, EDUCATION BRANCH	SASKPOWER CORPORATION
MAMAWETAN CHURCHILL RIVER HEALTH DISTRICT	SASKTEL, ABORIGINAL UNIT
MEADOW LAKE MECHANICAL PULP	SERVICE CANADA
MEADOW LAKE OSB LIMITED PARTNERSHIP	SHORE GOLD INC.
MEADOW LAKE TRIBAL COUNCIL	SIAST, KELSEY CAMPUS
METIS NATION OF SASKATCHEWAN – NORTHERN REGIONS	SIAST, PALLISER CAMPUS
MINISTRY ADVANCED EDUCATION, EMPLOYMENT AND LABOUR	SIAST, WOODLAND CAMPUS
MINISTRY OF CORRECTIONS, PUBLIC SAFETY & POLICING	SKILLS CANADA SASKATCHEWAN
MINISTRY OF EDUCATION	TOURISM SASKATCHEWAN - STEC
MINISTRY OF ENVIRONMENT	WESTERN ECONOMIC DIVERSIFICATION CANADA
MINISTRY OF ENERGY AND RESOURCES	WOODLAND AND WATERWAYS REGIONAL DEV. CORP.
MINISTRY OF FIRST NATIONS AND METIS RELATIONS	WOODLAND CREE ENTERPRISES INC.
MINISTRY OF HEALTH	ZELENSKY BROTHERS SAWMILL
MINISTRY OF HIGHWAYS AND TRANSPORTATION	

